

ANGLIA RUSKIN UNIVERSITY

**MARKET ORIENTATION AND ORGANIZATIONAL
PERFORMANCE IN NIGERIA**

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ANGLIA RUSKIN UNIVERSITY
ABSTRACT
LORD ASHCROFT INTERNATIONAL BUSINESS SCHOOL
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MARKET ORIENTATION AND ORGANIZATIONAL PERFORMANCE IN
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The received wisdom and dominant view hold that market orientation (MO) leads to higher organizational performance. Although widely researched and the literature is replete with studies on the subject, conflicting, contradictory, inconsistent and inconclusive findings beset the marketing domain on the efficacy of MO on organizational performance. These lingering obfuscations and the need to develop a method of implementing the construct underpin the present study. Therefore, this study examines the extent of MO, its effect on objective and subjective performance measures, the roles of mediating and moderating variables in the hypothesised relations and how to implement the construct in organizations within Nigeria.

The convergent parallel mixed methods research design is employed to allow for the fusion of breadth and depth in the study. In the quantitative strand, using a random sampling technique, data were collected from a sample of 258 managers in diverse functions in 180 organizations across industries through intensive questionnaire survey in Nigeria. While in the qualitative study, in-depth interview approach was used to interview a sample of 10 managers purposively drawn from micro, small, medium and large organisations representing diverse sectors. Scales well established in the literature and re-validated for the Nigerian context were employed. Confirmatory factor analysis was used for scale validation, structural equation modelling- bootstrapping method in AMOS 21 and hierarchical regression analysis in SPSS 20 for a test of hypotheses.

The study finds that (a) inter-functional coordination predicts market share- an objective measure of performance, while no empirical support was found for the effects of composite MO, customer orientation and competitor orientation (b) technological turbulence moderates the inter-functional-coordination-subjective performance links (c) MO and its sub-dimensions have direct and significant effects on subjective performance (d) these relationships are mediated by innovation, learning orientation and total quality management (e) No empirical evidence was found for the moderating roles of market turbulence, competitive intensity and market growth (f) but the moderating variables

moderate the mediated effects and mediators mediate the moderated effects (g) technology emerged as an antecedent of MO and (h) MO implementation was prescribed drawing on Lewin's model of change.

Integrating mediators and moderators in a single model strengthens the MO-performance relations and enhances our understanding of the hypothesised links. Thus, moderated-mediation and mediated-moderation models offer support for the efficacy of MO in varying market conditions. These findings positively and significantly refine the body of extant knowledge regarding the effect of MO on performance and offer an enhanced conceptual framework for academics and practising managers. The study recommends the implementation of MO in conjunction with other strategic orientations for the full benefit to accrue to managers and organizations as higher levels of performance outcomes.

Keywords: Market orientation, Organizational performance, Nigeria, Mixed Methods, Moderating and Mediating Effects, Moderated-mediation, Mediated-moderation.

Table of Contents	Page
Chapter One	1
1.0 Background to the study.....	1
1.1 Statement of the problem	5
1.2 Aim of the study.....	12
1.3 Objectives of the study.....	13
1.4 Research questions	14
1.5 Method of the study	15
1.6 Usefulness of the study	18
1.7 Dissemination.....	20
1.8 The Nigerian Economy and Business Environment	22
1.9 Thesis structure	25
Summary	29
Chapter Two.....	30
2.0 Literature Review	30
2.1 Models of Market Orientation (MO) - MO Schools of Thought	32
2.11 The Conceptual Groupings of the Market Orientation	33
2.12 The Decision –Making School.....	33
2.13 The Market Intelligence School	35
2.14 The Cultural Based Behavioral School	39
2.15 The Strategic School	43
2.16 The Customer Orientation School.....	44
2.2 Orientations in Marketing	46
Production concept:.....	46
Product concept:.....	47
Selling Concept /Sales Orientation:	47
Marketing concept:.....	48

2.3.0 The Development of Market Orientation (MO) and its Origin.....	49
2.3.1 Antecedents of Market Orientation (MO).....	53
Top Management and Leadership's Emphasis on Customers' Needs:	54
Top management risk aversion:	54
Interdepartmental dynamics:	56
Organizational systems (Structure):	57
2.3.2 Operational Measure of Market Orientation (MO)	59
2.3.3 Implementation of Market Orientation Strategy	66
2.4.1 Market Orientation and Performance	74
2.4.2 Mediating Variables and Market Orientation	86
2.4.3 The Role of Moderating Variables (Macro Environmental Factors) in the Market Orientation- Performance Relationship.....	102
Elaborate Modelling of the Effects of Moderation and Mediation Effects:.....	114
Summary	117
Chapter Three.....	118
3.0 Conceptual Framework	118
3.1 Market Orientation:	119
3.2 Components of MO.....	120
3.5 Mediating Variables	128
3.6 Moderating Variables.....	132
3.7 Implementation of Market Orientation	134
Summary	135
Chapter Four	136
4.0 Research Methodology	136
4.1.1 Quantitative Research Approach.....	139
4.1.2 Qualitative Research Approach.....	142
4.1.3 Mixed Methods Research.....	145
4.1.3.1 Advantages of Using MMR in Market Orientation Research.....	150

4.1.4	Triangulation	152
4.1.5	My Philosophical Stance	154
4.1.6	Paradigmatic Debate in Research.....	156
4.1.7	Positivism.....	156
4.1.8	Constructivism	158
4.1.8	Pragmatism.....	159
4.1.9	Criticisms of Mixed Methods Research	162
4.2	Research Design.....	164
4.2.1	Convergent Parallel Mixed Methods Research Design	165
4.4.3	Unit of Analysis	169
4.4.5	Data Collection Method	170
	Questionnaire Development:.....	170
	In-Depth Interviews:	171
4.4.6	Control Variables	172
4.4.7	Testing and Improving the Quality of Research	173
4.4.8	Measures	173
4.5	Data Analysis Techniques and Tools	181
4.5.1	Quantitative Data Analysis	181
4.5.2	Qualitative Data Analysis	185
4.5.3	Pilot Study.....	186
4.5.4	Ethical Issues in My Research	187
4.5.5	Challenges in the Field.....	188
	Summary	189
	Chapter Five.....	191
5.0	Data Analysis and Summary of Findings	191
5.1	Pilot Study.....	191
5.2	Main Study Sample and Response Rate	192
5.3.0	Descriptive Statistics.....	193

5.3.1 The Data File and Variables Studied	193
5.4 Testing the Quality of the Quantitative Research and Data.....	202
Reliability Analysis:.....	202
5.4.1 Measurement Model.....	208
5.5 Structural Model.....	212
5.5.1 Test of Hypotheses (SEM and Regression Analysis)	213
5.5.2 Antecedents of Market Orientation Hypotheses	213
5.5.3 Hypotheses relating to Market Orientation and Objective Organizational Performance:	214
5.6 Moderation Variables and the MO-Organizational Performance Relationship	221
5.6.1 Moderation Effect of Market Turbulence on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.....	222
5.6.2 Moderation Effect of Competitive intensity on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.....	225
5.6.3 Moderation Effect of Technological Turbulence MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.....	227
5.6.4 Moderation Effect of Market Growth on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance	231
5.7 Mediation Modeling.....	234
5.7.1 Mediation effects on MO-Performance Relations:	235
5.7.2 Mediating Effect of Innovation in the MO-subjective performance relationship Hypothesis.....	236
5.7.4 Test of Hypotheses on the Mediating Effect of Learning Orientation (LO) on the MO, CUSTOR, COMPORT and INTERFUNC-Subjective Performance Relations.	239
5.7.6 Test of Hypotheses on the Mediating Effect of Total Quality Management (TQM) on the MO, CUSTOR, COMPORT and INTERFUNC-Subjective Performance Relations.	242
5.7.7 Mediating Effect of TQM in the Customer orientation (CUSTOR) and Competitor Orientation (COMPORT)-Subjective performance Relationship Hypothesis.....	243

5.8 Moderated Mediation (MOMED) and Mediated Moderation (MEMOD) Model(s): (Elaborate Models to Test the Conditional Indirect Effects: Mediated Moderation and Moderated Mediation).....	245
Moderated Mediation:	245
5.8.1 Mediated Moderation of Inter-functional coordination-Subjective Performance, Technological Turbulence and Innovation.....	247
5.8.3 Mediated Moderation of Inter-Functional Coordination-Subjective Performance, Technological Turbulence and TQM.	252
5.8.4 Moderated-Mediation (MOMED) Hypotheses Testing:	254
Qualitative Data Analysis:	268
5.9.0 Findings of Qualitative Analysis	268
5.9.1 Defining and Describing Market Orientation.	271
5.9.2 Antecedents of Market Orientation:	272
5.9.3 Organizations' Level and Practice of Market Orientation:	274
5.9.4 Consequences of Market Orientation.....	275
5.9.5 Moderation Effects on Market Orientation-Performance Relations	277
5.9.6 Mediation Effects on Market Orientation-Performance Relations	279
5.9.7 Implementation of Market Orientation in Organizations.....	282
5.9.8 Testing the Quality of Qualitative Research and Data- Validity and Reliability.....	284
5.9.9A Side- by- Side Comparison of Quantitative Results and Qualitative Findings (Mixing of Quantitative and Qualitative Results: MERGING RESULTS).....	289
5.9.9B Secondary Findings:	290
Chapter Six.....	292
6.0 Discussions and Conclusions	292
6.1 Discussion of Results	292
6.1.1 Antecedents of MO and the extent of MO Practice in Nigeria.....	292
6.1.2 Market Orientation and Objective Organizational Performance:	295
6.1.3 MO and Subjective Performance Hypothesis Testing:	296
6.1.4 Moderation Variables and the MO-Organizational Performance Relationship:.....	297

6.1.5 Mediation effects on MO-Performance Relations:	299
6.1.6 Moderated Mediation and Mediated Moderation Model(s):.....	301
6.1.7 The implementation of Market Orientation.	304
Discussion of Discrepant and Congruent Results Quantitative and Qualitative Research Strands:	305
6.2.2 Moderation Effect and Moderated Mediation Process of MO, Customer Orientation, Competitor Orientation and Inter-Functional Coordination-Subjective Performance Relations:	309
6.3.0 Re-Conceptualization of Market Orientation and Organizational Performance:.....	313
6.4.0 Contributions to Knowledge:	316
6.4.1 Theoretical Contributions:	316
6.4.2 Empirical Contributions:.....	317
6.5.0 Conceptual, Theoretical and Methodological Implications of Study:	319
6.6.0 Managerial /Practical Implications:	321
6.6.3 Mediating and Moderating Processes of MO-Performance Relationship.....	322
6.6.4 The Implementation of MO	323
6.7.0 Limitations of Study:	324
6.7.1 Theoretical limitations:	324
6.7.2 Methodological Limitations:.....	324
6.8.0 Recommendations	325
Summary	326

List of Figures

Figure 1 Flow of the research process.....	28
Figure 2 Lewin's three-step model	70
Figure 3 TQM in the Firm.....	97
Figure 4 Typology of Organizational Culture and the Competing Values Framework.....	101
Figure 5: Narver and Slater's Conceptualization of Market Orientation	121
Figure 6 Conceptual Framework.....	124
Figure 7 The Research process:	138

Figure 8 The Moderation Effect.....	182
Figure 9 The Mediation Model	183
Figure 10: Gender vs. MO practice.....	198
Figure 11: MO practice vs. type of organisation.....	198
Figure 12: MO practice vs. Sector	199
Figure 13: MO practice vs. Job Responsibility	199
Figure 14: MO practice vs. Organizational Ownership Structure.....	200
Figure 15: MO practice vs. Size of Organization (Number of Employees).....	200
Figure 16: MO, Organization Type and Location.....	201
Figure 17: MO, Size of Organization and Location.....	201
Figure 18 Relationship between MO, ownership structure and firm size (Number of Employees).....	201
Figure 19 Relationships between MO, Sector and Location.....	202
Figure 20 Composite MO CFA Model:	209
Figure 21: MO and Subjective performance Measurement model	210
Figure 22: MO, Subjective Performance, and Mediators Measurement Model	211
Figure 23: MO, Subjective Performance and Moderating Variables Measurement Model	212
Figure24: The Interaction effect of Technological Turbulence on inter-function coordination -Subjective Performance Relations.....	230
Figure 25: The Mediating Effect of Innovation on the MO-Performance Relationship....	236
Figure 26 Direct and Indirect (Innovation) effect of customer orientation, competitor orientation and inter-functional coordination on subjective performance	237
Figure 27: Direct and Indirect effects of customer orientation and competitor orientation on subjective performance through innovation.....	238
Figure 28 Direct and indirect effect of MO on Subjective performance through LO.....	240
Figure 29: Direct and Indirect (LO) effects of customer orientation, competitor orientation on subjective performance	241
Figure 30 Direct and indirect effects of MO on Subjective performance through TQM ..	243
Figure 31: Direct and Indirect (TQM) effects of customer orientation and competitor orientation on subjective performance.	244
Figure 32: Mediated moderation model of Innovation, technological turbulence on the inter-functional coordination- subjective performance relations	247

Figure 33 Direct Effect of inter-functional coordination on Innovation- mediated moderation graph	249
Figure 34 Direct Effect of INFUNC on Subjective Performance –innovation –technological mediated moderation	249
Figure 35: Mediated moderation model of LO, Technological turbulence on the Inter-functional Coordination- Subjective Performance Relations.....	251
Figure 36: Mediated moderation Graph of LO, Technological turbulence on the Inter-functional Coordination- Subjective Performance Relations.....	251
Figure 37: Mediated moderation model of TQM, Technological turbulence on the Inter-functional Coordination- Subjective Performance Relations.....	253
Figure 38: Mediated moderation Graph of TQM, Technological turbulence on the Inter-functional Coordination- Subjective Performance Relations.....	253
Figure 39 Moderated-Mediation effect adapted from Hayes (2013)	255
Figure 40: Qualitative Data Analysis Process.....	270
Figure 41 New Conceptual Framework One: Moderated- Mediation Model.....	314
Figure 42 New Conceptual Framework Two: Mediated-Moderation Model	315

List of Tables

Table 1 Profile of Nigeria's Socioeconomic Environment.....	23
Table 2 Narver and Slater's (1990) Market Orientation Scale (MKTOR).....	60
Table 3 Deshpande and Farley's Synthesized 10 Item Market Orientation ("MORTN") Scale	63
Table 4 Change Management Theories/Models	68
Table 5 Earlier MO Implementation Research Results.....	72
Table 6 Effect of Market Orientation on Organizational Performance (USA-Studies).....	76
Table 7 The Effect of Market Orientation on Organizational Performance (Non-USA Studies).....	77
Table 8: Definitions of Learning.....	93
Table 9 Definition of Quality	95
Table 10: Moderating Factors in MO study	102
Table 11 Strengths and Weaknesses of the Quantitative Methodological Approach	141
Table 12: Strengths and Weaknesses of Qualitative Methodological Approach (QUAL)	143
Table 13: Scholarly Definitions of Mixed Methods Research.....	147
Table 14: Supporting Rationales for the Adoption of the MMR	153

Table 15	Strengths of MMR	154
Table 16:	Characteristics of the Different Research Paradigms	157
Table 17:	Profile of Interview Participants	172
Table 18	Measures of Moderating Variables	176
Table 19:	Learning Orientation Scale	178
Table 20:	Innovation Scale	180
Table 21:	Total Quality Management (TQM) Scale- Grandzol and Gershon (1998).....	180
Table 22-	Sample by Organisation Type	193
Table 23	Profile of Ssurveyed Organizations and their Managers	194
Table 24	Sampling Frame and Geographical distribution of Questionnaires	196
Table 25	Respondents' Job Functions:	196
Table 26	Sample by Sector:	196
Table 27	Organisational Share Capital	197
Table 28	Size of Organisation (By Number of Employees):	197
Table 29	Organisational Ownership Structure:	197
Table 30	Reliability Analysis (Cronbach's Alpha Coefficient)	203
Table 31	Exploratory Factor Analysis for Explanatory and Outcome Variables	205
Table 32	EFA Factor Loadings:	206
Table 33	Correlation Table:	207
Table 34	Descriptive Statistics	207
Table 35	Indices used and Acceptable Standards	207
Table 36	Market Orientation Estimation – Overall Model Fit.....	209
Table 37	Market Orientation and Subjective Performance Estimation – Overall Model Fit.	210
Table 38	MO, Subjective Performance, and Mediators Measurement Model Estimation – Overall Model Fit.....	211
Table 39	Hypotheses Test of MO and Its Antecedents.....	214
Table 40	Logistic Regression Predicting Likelihood of reporting the effect of the model in predicting profitability.	215
Table 41	Logistic Regression Predicting Likelihood of reporting the effect of the model in predicting organisations' overall success.	216
Table 42	Logistic Regression Predicting Likelihood of reporting the effect of the model in predicting market share.	216

Table 43 Logistic Regression Predicting Likelihood of reporting the effect of the model in predicting growth rate.	216
Table 44 Results of Moderated Multiple Regression Analysis of Hypotheses: Moderation Effect of Market Turbulence on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.	224
Table 45 Results of Moderated multiple Regression Analysis of Hypotheses: Moderation Effect of Competitive intensity on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.	227
Table 46 Results of Moderated multiple Regression Analysis of Hypotheses: Moderation Effect of Technological Turbulence on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.	230
Table 47 Results of Moderated multiple Regression Analysis of Hypotheses: Moderation Effect of Market Growth on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.	233
Table 48 Direct effect of customer orientation, competitor orientation and inter-functional coordination on subjective performance.	237
Table 49: Mediation (Indirect) effect of Innovation on the customer orientation and competitor orientation-subjective performance Relationships.	238
Table 50: Mediation (Indirect) Effect of Learning Orientation on the Customer Orientation and Competitor orientation-subjective Performance Relationships.	240
Table 51 Mediation (Indirect) Effect of Total quality management (TQM) on the Customer Orientation and Competitor orientation-subjective Performance Relationships.	243
Table 52: Mediated moderation model of Innovation, technological turbulence on the inter-functional coordination- Subjective performance relations.	248
Table 53 Mediated moderation effect of LO on the technological turbulence, inter-functional coordination- subjective performance relations.	250
Table 54 Mediated moderation effect of TQM on the technological turbulence, inter-functional coordination- subjective performance relations.	252
Table 55: Least Square Regression Results for MO, Subjective Performance, Innovation and Technological Turbulence Moderated Mediation Analysis.	257
Table 56: Least Square Regression Results for MO, Subjective Performance, Innovation and Competitive Intensity Moderated Mediation Analysis.	258
Table 57: Least Square Regression Results for MO, Subjective Performance, Innovation and Market Turbulence Moderated Mediation Analysis.	259

Table 58: Least Square Regression Results for MO, Subjective Performance, Innovation and Market Growth Moderated Mediation Analysis.	260
Table 59: Least Square Regression Results for MO, Subjective Performance, LO and Market Turbulence Moderated Mediation Analysis.	260
Table 60: Least Square Regression Results for MO, Subjective Performance, LO and Competitive Intensity Moderated Mediation Analysis.	261
Table 61: Least Square Regression Results for MO, Subjective Performance, LO and technological turbulence Moderated Mediation Analysis.....	261
Table 62 Least Square Regression Results for MO, Subjective Performance, LO and Market Growth Moderated Mediation Analysis.	262
Table 63: Least Square Regression Results for MO, Subjective Performance, TQM and market turbulence Moderated Mediation Analysis	262
Table 64: Least Square Regression Results for MO, Subjective Performance, TQM and Competitive intensity Moderated Mediation Analysis.	263
Table 65: Least Square Regression Results for MO, Subjective Performance, TQM and Technological Turbulence Moderated Mediation Analysis	264
Table 66: Least Square Regression Results for MO, Subjective Performance, TQM and Market Growth Moderated Mediation Analysis.	264
Table 67 Summary of Quantitative Results of Hypotheses Tests:.....	265
Table 68 Summary of Interview Participants.....	283
Table 69 Merging Quantitative Research Results and Qualitative Research Findings ...	289
References	327-371
Bibliography	372-373
 List of Appendices	
Appendix A Thesis Questionnaire Letter.....	374
Appendix B Thesis Questionnaire.....	375-387
Appendix C Thesis Interview Questions.....	388-390

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Chapter One

Introduction

1.0 Background to the study

Man for many centuries has been a social and consuming animal, moving from place to place in the quest for better life. This desire to fulfil unmet needs propels the human race into an upward trajectory towards self-sustenance. This implies the production and consumption of goods and services to reach and maintain a lifestyle, deemed the least if human sanity must be achieved, maintained and preserved.

The 21st century has witnessed an explosion in the number and variety of goods and services meant to satisfy human needs and wants (Kotler and Armstrong, 2006). Smart members of the society quickly formed groups in the name of organizations, as they realised the much gains inherent in giving people what they want to meet their needs. Fenton (1969) draws our attention to the essential benefits derivable from identifying and solving the problems of people in the society who organizations term “customers” and “consumers.” This act has thus created opportunities for these organizations and by extension, the communities, and societies within which they operate. The growth in the population of the host communities and societies of the organizations necessitated higher levels of production regarding product varieties and quantities (Dibb, et al., 2012). However, this growth in the population moved higher and faster than the products and services to meet the needs and wants of the people. Hence, there was no need for organizations to apply sophisticated marketing know-how to be successful (Avlonitis and Gounaris, 1999).

Over time, as populations, market conditions, consumers and production processes changed, so were the needs of managers to respond to survive and take full advantage of these prevailing market situations. In this regard, various business orientations (ways of carrying out business activities) were proposed and practiced to keep companies afloat. The production, product, sales, marketing and agnostic orientations were adopted as business strategies and philosophies at different times with the intention to maintain unique and advantageous positions within operating markets (Avlonitis and Gounaris, 1999; Payne, 2001; Kotler and Keller, 2012).

The turn of events in recent human history based on market dynamics, wealth creation and their visibility engendered a new phenomenon- “competition”. Being one of the few

producers of a particular good in a country or location meant reaping high profitability and the acquisition of social and economic relevance (Diamantopoulos and Hart, 1993). This was a sufficient attraction for other organisations to move into the market to have a good share of this lucrative venture. As more firms entered the industry producing similar products meant to satisfy similar consumer needs, so did consumers' tastes and preferences evolve over time (Chelariu, Outtarra and Dadzie, 2002; Hollensen, 2010). The changing tastes and preferences of consumers shape organizations' entire product offering directed at the market through the development of marketing capabilities (Ussahawanitchakit, 2007). Products are not just physical or intangible on their merit but rather a solution-set for the consumers who cast their votes by either buying or moving to competitor's products.

Hooley, Piercy and Nicoulaud (2008) and Sorensen (2008) Suggest that competition largely dictates the choice of business strategies of any organization. This underpins the behavioural patterns of firms as they scramble to win the patronage of the mass market. Interestingly, some business environments could be placid, munificent and others hostile, the keys to success remain customer knowledge (Houston, 1986; Narver and Slater, 1990; Ward and Lewandowska, 2008). McKitterick (1957) posits that in a competitive market condition, organisations must be cognizant and responsive to the needs and wants of customers if not rival firms will devise products much more attuned to those needs and seize their business.

Consequently, the desire to succeed as corporate entities regarding market share, profitability, customer satisfaction and customer retention, form the bedrock upon which behaviours are moulded and applied in the industry (Cravens and Guilding, 2000; Sorensen, 2008). Customer satisfaction remains a veritable tool for winning and retaining key customers and market segments which generate the much-needed organisational success. Kohli and Jaworski (1990) assert that customer responsiveness entails actions taken by firms in response to information about customers' needs and wants in a dynamic market.

Hence, this need for customer knowledge buoyed by the seemingly fierce and unfriendly market conditions accentuate the call for a more vibrant and effective approach to successful organizational management (Ellis, 2006). As competition intensifies, markets shrink because consumers are constantly hit by a barrage of products and products information- advertisement and promotions (Blythe, 2003; Kumar, et al., 2011). Globally firms are forced to craft and adopt strategies required to enable them to remain, survive and

thrive in these deleterious business landscapes. The mood of the market and consumers as established by the patterns in consumption behaviours and consumption expenditures dictate the strategies appropriate for the particular market situation (Doyle and Stern, 2006). The adoption of the various business strategies to swim out of the global business troubled waters has in part produced organizational results of varying concern. Therefore, the field of marketing was looked upon by managers and organizations alike to resolve the conundrum within the business domain (Baker, 1999).

Colossal amounts are expended on research and development even before a product is made; prior to and during product manufacture, product communication, physical distribution and other selling costs (Baker, 2000). This reaffirms the essential need to attain profitability and success. In the light of this development, firms seek ways to outperform competitors in a bid to improve performance outcomes (Gonzalez-Benito and Gonzalez-Benito, 2005). Although fascinating and reassuring, this task has from time immemorial proved daunting and, to say the least challenging to all forms of organizations. Hence, the marketing profession was once again looked upon to provide succour for organizations (Hutt and Speh, 2007).

Varying business orientations suggest different philosophies to business decision making and management, which yield enormous and contrasting marketing and organizational consequences (Kotler and Keller, 2012). Different schools of thought prescribe a smorgasbord of approaches to achieving organizational success (Drucker, 1954; Shapiro, 1988; Avlonitis and Gounaris, 1999). Amongst a plethora of these orientations- including production, product, sales, and marketing concept, marketing scholars have unanimously prescribed the adoption of the marketing concept (Lear, 1963; Fenton, 1969; Houston, 1986; Aggarwal and Singh, 2004).

The marketing concept as a business philosophy holds that the key to achieving organizational success rests in the ability to identify and satisfy customers current and latent needs better than the competition. Hence, consumer needs satisfaction is the only economic justification for an organization's corporate existence. Kotler and Armstrong (2006) submit that the key to achieving organizational objectives is to be more effective than competitors in creating, delivering and communicating superior customer value to its target market.

Conceptually, the marketing concept shifts focus from products and production processes to "the customer" which Kotler and Armstrong (2005, p. 10) call "sense and respond"

philosophy. It is argued that to succeed; firms must find the right products for the customers (Hsieh, Tsai and Wang, 2008). Levit (1960) states emphatically that marketing under the instrumentality of the marketing concept is preoccupied with satisfying customer needs using the right product and product attributes related to creating, delivering and consumption. Although well-conceived, the marketing concept on its own might not make any academic and practical sense if not put to work.

To this end, scholars sought ways to operationalise and implement this concept which experts and extant research believe will provide the solutions set to organizational problems. Fenton (1969), Houston (1988), Shapiro (1988), Dawes (2000) and Payne (2001) opine that for this to be achieved organizations must become oriented towards the market. This led to the advent, conceptualisation, operationalisation, adoption, institutionalisation and application of the market orientation (MO) construct. Consequently, MO is theorised as the implementation of the marketing concept and is central in marketing theory developed to explain the performance of firms (Jaworski and Kohli, 19993; Cano, Carrillat and Jaramillo, 2004). Hence, MO is a philosophy for guiding the competitive strategies of organizations (Gonzalez-Benito and Gonzalez-Benito, 2005).

The MO concept was originally developed and studied in the USA to establish a causal link to performance (Kohli and Jaworski, 1990), return on assets (ROA) (Narver and Slater, 1990) and profitability (Slater and Narver, 2000). More variations and extensions of the MO studies have centred on developed countries, with little and incongruent results in less developed nations; Nigeria inclusive. This is because the majority of MO researchers are Western and/or are based in Western universities. It is worthy of note that the marketing concept and MO as American brewed constructs may not be easily understood, adaptable or effective in other cultures, geographical domains, economies and may be impacted by environmental factors internal and external to firms (Slater and Narver, 1994; Appiah-Adu, 1998; Tsai, Chou and Kuo, 2008).

This assertion is founded on the premise that socio-economic and other environmental conditions differ significantly from one country to another (Harris, 2001; Brettel, et al., 2008). For instance, the culture of the people which to a large extent shapes the consumers' tastes and preferences, consumption behaviours and managerial orientations, have enormous effects on the universal applicability of the MO theory (Nakata and Sivakumar, 2001; Hooley, Piercy and Nicoulaud, 2008). Micro and macro variables (business and industry specific factors) impact on MO. They include competitive intensity (Appiah-Adu,

1998), market and technological turbulence (Gaur, Vasudevan and Gaur, 2009), managerial expertise (Dadzie, Yoo and Riordan, 1997), the product life cycle (Wong and Ellis, 2007) and marketing knowledge base (Chelariu, Outtarra and Dadzie, 2002) could in tandem be instrumental in the adoption, application, institutionalisation and effectiveness of the MO in different countries (Mavondo and Farrell, 2003).

These noticeable variations in the composition and forms of environmental factors (organisational and industry) amongst nations and geographical boundaries may be evident in ascertaining the effectiveness of MO in Nigeria. Research findings on the MO-performance relationship have yielded a constellation of conflicting, contradictory, inconsistent and inconclusive results (Bhuian, 1997; Appiah-Adu, 1998; Harris, 2001; Grewal and Tansuhaj, 2002; Gaur, Vasudevan and Gaur, 2011). Therefore, the problems relating to the explication and elucidation of the market orientation and organisational performance in Nigeria are examined in this study. Nigeria is particularly important and is chosen as the context to examine MO for several reasons. First, it is Africa's largest economy with a GDP of \$510 billion (UNCTAD, 2013) and one of the fastest growing economies globally, with GDP growth rate of over 7% in the last decade (The Economist, 2014). The largest market in Africa with a population of over 170 million people and expected to hit 440 million mark come 2050 (UN, 2014), the second largest film industry in the world and one of the highest foreign direct investment destinations. Second, and essentially, the country shares nomological (economic, social and political) similarities with most developing countries. Thus, it is strategically important as findings could be generalised to these other developing world economies.

1.1 Statement of the problem

The past three decades has witnessed a myriad of research and scholarly interests in the field of marketing theory and market orientation (MO) in particular. Academic research in this area exploded and blossomed after the seminal works of Kohli and Jaworski (1990) and Narver and Slater (1990). Since then, a multiplicity of research studies has investigated and made significant contributions to various facets of MO research. For instance, the MO-performance relation (Slater and Narver, 2000; Perry and Shao, 2001; Aggarwal and Singh, 2004; Dwairi, Bhuian and Jurkus, 2007; Chung, 2011; Liu, 2013; Gonzalez-Benito, Gonzalez-Benito and Munoz-Gallego, 2014), MO measurement (Deng and Dart, 1994; Siguaw and Diamantopoulos, 1995; Lado, Olivares and Rivera, 1996; Gray, et al., 1998; Mavondo and Farrell, 2000; Ward, Giradi and Lewandowska, 2006; Modi, 2012). In

addition, effects of moderating and mediating variables in the MO-performance links (Atuahene-Gima, 1996; Han, Kim, Srivastava, 1998; Perry and Shao, 2002; Kumar, et.al., 2011; Wong and Tong, 2012) and implementation of MO (Beverland and Lindgreen, 2007; Kaur and Gupta, 2010) have been studied.

Scholarly arguments have sought to explicate the general knowledge, application, consequences and implementation of management theories and MO in particular (Dawes, 1999; Gotteland, Haon and Gauthier, 2007; Inoguchi, 2011; Chad, 2013). These western brewed marketing theories and MO are deemed rich in universal flavour and applicability (Siguaw and Diamantopoulos, 1995; Bhuian, 1998; Cano, Carrillat and Jaramilo, 2004). Nonetheless, every country's market conditions are in some way different from the prevailing environmental realities of others. For example, the level and pattern of socio-economic development in developing countries are not comparable to what obtains in the western world. It is widely argued that the state and level of economic development in a country significantly determine the applicability of the marketing concept and MO (Levitt, 1960; Fenton, 1969; Houston, 1986; Dadzie, 2002; Ellis, 2006). This is based on the reasoning that with economic development comes multiple product options for the consumer. Thus, consumer tastes and preferences and buying behaviours are impacted.

Consequently, in developed parts of the world, the general knowledge and implementation of the MO are adjudged reasonably high due to higher levels of literacy and consumer awareness (Osuagwu, 2006). However, this cannot be said of the less developed countries like Nigeria whose market and overall economic conditions differs nomologically from the west. These markets are characterised by economic shortages, high government control, unstable macroeconomic policies and a host of factors which impede and obfuscate the understanding, application and implementation of the MO (Chan and Ellis, 1998; Nwokah, 2008). Winston and Dadzie (2002) submit that due to changes and differences in the micro and macroeconomic structures, nature of less developed countries (LDCs) and Nigeria, considerable interests have grown in the understanding and application of this western-brewed marketing knowledge in the management of organisations.

In the literature, arguments abound on the efficacy and relevance of market orientation (MO) in contexts other than the west. For example, Ellis (2006) concludes that managers of organizations in Africa could be better-off investing their resources in other performance enhancing activities because returns from MO may be very limited. This is undeniably based on the contrasting environmental factors that affect organizational managers and marketing practice in the country (Ogbonna and Harris, 2002). Knowledge

gap on the western style of marketing practice remains a key factor that defines the use of the MO in LDCs. Drucker (1958) argues that with adequate expertise, the field of marketing under the instrumentality of the MO would be of immense benefit to all organization types the world over. This is suggestive of the fact that knowledge of marketing theories and ability to operationally utilize this knowledge would be vital in the successful implementation of marketing theories in LDCs.

Consequently, the MO construct has attracted and generated varied arguments and controversies in the academic arena. Since the seminal works of Kohli and Jaworski (1990), several other scholars have proposed varying conceptualizations and operationalizations of the theory (Reukert, 1992; Deshpande, Farley and Webster, 1993). These differences in MO discourse relate to issues pertaining to conceptualisation (scope), measurement, model, implementation, MO-performance link and its universality (Raaij and Stoelhorst, 2008).

While most of the extant research on the construct have suggested that high extent of MO practice will be of immense benefit to organizations in the long-term, some other empirical research point to defects in the validity of such claims (Sundqvist, Puumalainen and Salminen, 2000). To date, available empirical research suggest discrepancies in studies which examine the MO-performance relations and report that the ability and effectiveness of MO in generating improved organizational performance depend on environmental situations, economic conditions, contexts and cultures (Diamantopolous and Hart, 1993; Atuahene-Gima, 1995; Greenley , 1995; Apia-Adu, 1998; Grewal and Tansuhaj, 2001). Thus, Ward and Lewandowska (2008) assert that while MO may be seen as essential for businesses, it could well not be same for other organizations' operations due to differences in micro and macroeconomic/environmental factors, business practices, organizational contexts, and cultures. This underpins and highlights the theoretical and practical difficulties encountered by academics and practitioners in attempting to adopt and implement the MO body of knowledge.

Kohli and Jaworski(1990) conceptualised MO as an organisational behaviour, Narver and Slater (1990) as an organisational culture, Shapiro (1988) decision-making perspective, Ruekert (1992) from the strategic focus perspective, and Desphande, Farley and Webster (1993) from the customer perspective. The potential contributions of this construct are continually obscured by conceptual and methodological differences which from the early stages made the empirical testing and harmonisation problematic (Deng and Dart, 1994;

Lafferty and Hult, 2001; Terawatanavong, et al., 2011). In this regard, developing a globally workable and acceptable scale for measuring and assessing MO is a matter of discord in the field (Raaij and Stoelhorst, 2008). Mason and Harris (2005) warn that diverse conceptualizations of MO found in the literature could create further definition and measurement problems as these wide-ranging views on the theory lead to complicated normative implications.

This is further compounded by the multiplicity of measurement scales devised for testing the various facets of the phenomenon with a view to comprehensively and robustly addressing the theory (Modi, 2012). Consequently, there have been calls for the development of new scales, a combination of existing scales, direct use of available scales and the modification of scales to adapt to every market and country (Vazquez, Alvarez and Santos, 2002; Blankson and Stokes, 2002; Bigne, 2003).

The causes (antecedents) (Mahmoud, Kastner and Yeboah, 2010) and effects (consequences) as well as the moderating and mediating variables are debatable (Jaworski and Kohli, 1993; Cano, Carrillat and Jaramillo, 2004; Kirca, Jayachandran and Bearden, 2005). It is widely argued that the causes and effects of the MO might vary depending on factors outside the control of the firm. With the presumed potency of MO, ways of implementing this construct should long have been proffered. Instead, far less research has generated limited meaningful conclusions (Day, 1999; Harris and Ogbonna, 2001; Walker, et al., 2011; Chad, 2014). While it sounds important to have a blueprint of the steps to attaining MO, in practice it is indeed difficult (Raaij and Stoelhorst, 2008). The reason for this anomaly Ottesen and Gronhaug (2002) suggest is that academics and practitioners connect to MO themes but use concepts that deviate significantly from its definition. Consequently, these perspectives have created differences in our understanding and further worsen the plight of organizational managers in Nigeria. The growth in the Nigerian economy has attracted more foreign and local investors and businesses in most sectors, and this has heightened competition. Therefore, managers need a clear strategic vision and approach to attracting, winning and keeping a substantial share of the market.

Globally, academics have severally questioned the presumed universality of the MO construct, challenging its efficacy just like that of the marketing concept (Bhuian, 1998; Ellis, 2006). It is theorised that MO practice could improve organizations' performance (Shoham, et al., 2005; Demirbag, Tatoglu and Zaim, 2006; Mahmoud, Kastner and Yeboah, 2010). Gonzalez-Benito and Gonzalez-Benito (2005) contend that lack of clarity

regarding the measure of MO, organisational performance (objective and subjective) and the nature of the relationship between both measures might be responsible for the differing research findings. Extant research on this construct has however centred on the developed economies and reports more positive relationships between market orientation and organisational performance (Avlonitis & Gounaris, 1997; Harris, 2001; Harris and Ogbonna, 2001; Vieira, 2010). Appiah-Adu (1998) highlights the contrasting business environments in developed and developing worlds in terms of product availability, market structure and regulatory framework in relation to business practice as reasons for differences in the relationships between MO and organisational performance.

A detailed review of the extant literature suggests there exist little and inconclusive studies and findings relating to MO practice, MO-performance relationship in less developed countries (LDCs) including Nigeria. Harris and Ogbonna (2001), Pulendran, Speed and Widing (2003), Sittimalakorn (2004) and Voola, et al. (2012) in separate studies found MO to be positively related to performance. Other academics, however, found weak or no clear relationships (Caruana, Pitt and Ewing, 2003; Nwokah, 2008), Han, Kim and Srivastava (1998), Caruana, Pitt and Berton (1999), Deshpande, Farley and Webster (2000), Perry and Shao (2002) found no significant direct relationship, while Grewal and Tansuhaj (2001) found a negative relationship between the variables. More recent studies, however, report the more positive MO-performance relations (Zhang and Duan, 2010; Gonzalez-Benito, Gonzalez-Benito and Munoz-Gallego, 2014; Chang, et al., 2014; Lee, et al., 2015).

Thus, it appears that there is a lack of strong empirical support for the strong and positive effect of MO on organizational performance. For instance, in Ghana (Appiah-Adu, 1998), Saudi Arabia (Bhuian, 1997) and Hong Kong (Tse, 1998). This disparity in the findings of earlier empirical studies in our context authenticates and forms a basis for this present study. The moderating (external environmental factors) and mediating variables (company specific forces) within countries and companies command an overwhelming impact on the shape and nature of the MO-performance link (Appia-Adu, 1998; Harris, 2001; Terewatanavong, et al., 2011). Accordingly, Atuahene-Gima (1995), Greenley (1995), Bhuian (1998), Liu (2003) and Kumar, et al. (2011) observe that the causal link between MO and firm performance is dependent on environmental variables.

Nonetheless, the nature and shape of the micro and macroeconomic variables and their impact on the efficacy of the MO has been queried in various quarters. The environmental

(moderating) variables of competitive intensity, market and technological turbulence are believed to determine the nature and strength of MO-performance relationship (Kumar, Subramanian and Yauger, 1998; Wong and Ellis, 2007; Kumar, et al., 2011) and service quality moderated the relations in Malaysian hotel sector (Chin, Lo and Ramayah, 2014). While Jaworski and Kohli (1993), Narver and Slater (1994) could only find limited support for the proposition that competitive environment has an effect on the strength and nature of the MO-performance relationship, Zahra (2008), Tsai, Chou and Kuo (2008) found that the MO-performance link is moderated by industry context, turbulence, and hostility (competitive intensity).

Within organizational settings, certain variables internal to a company including innovation are suggested to mediate the MO-performance link (Kirca, Jayachandran and Bearden, 2005). Han, Kim and Srivastava (1998), Verhees, Matthew and Meulenbergh (2004) found that MO makes a significant contribution to organizations' performance through innovation. Although this view is mostly supported by extant literature in the western world based on technological breakthroughs, it cannot be said of the Nigerian context whose innovative tendencies may be dissimilar to the advanced countries. Again, the pattern and the mechanisms for the diffusion of innovation, MO inclusive within a company and the wider country context may vary profoundly (Rogers, 1995; Lam, Krause and Ahearne, 2010). It does suggest that our understanding and knowledge of this phenomenon relative to MO study remains opaque.

The MO philosophy prescribes organization-wide activity involving every member to realise the desired objectives (Webster, 1992; Jaworski and Kohli, 1993; Lancaster and Velden, 2004). Studies measuring MO using multiple respondents within same organisations have reported varying degrees of disagreement (Kahn, 2001; Langerak, 2003a; Gonzalez-Benito and Gonzalez-Benito, 2005). Respondents in a study have often been a source of disagreement amongst academics as only small number of studies report a moderate correlation across respondents (Ruekert, 1992; Jaworski and Kohli, 1993). The job functions of the various respondents ranging from marketing and non-marketing roles tend to affect their responses as the different groups see MO from differing perspectives (Tse, et al., 2003). Although prior research suggests the inclusion of organizational customers in evaluating the level of MO in firms (Dawes, 2000; Maydeu-Olivares and Lado, 2003; Kaur and Gupta, 2010), the present study conforms to extant research practice by engaging only organizational managers to draw comparisons aptly with previous studies.

Consequently, it is necessary to consider the import of national culture as an enabler and determinant of the tastes, preferences, managerial and buying behaviours of people. The culture of a people does to a reasonable extent influence managerial and consumer behaviours (Okafor, 1998; Brettel, et al., 2008).

Furthermore, the need to comprehensively articulate the MO study in Nigeria is expedient, timely and congruent with recent research findings that about forty-five percent of new products fail to return sales and profitability in their first years of market introduction. Considering the colossal amounts expended in organizations' entire marketing campaign, the need to clarify the definition, measurement, model (antecedent and consequences) and implementation issues remain pertinent at the hearts of organizational managers (Raaij and Stoelhorst, 2008). This is in a bid to formulate fully, test, apply and integrate the various facets of the MO theory in our practice (Gotteland, Haon and Gauthier, 2007; Kaur and Gupta, 2010).

In addition, globalisation, a word synonymous with firms in our modern business circles, creates and causes turbulence and unpredictability in market environments which is a defining element in how we relate to the larger world (Ward and Lewandoska, 2008). Kotler (2005) reminds us of the ever-changing global business terrain because globalisation has pushed down national boundaries and barriers to trade across borders. In this regard and to a reasonable extent, these boundaries are crumbling day by day (Nakata and Sivakumar, 2001; Doole and Lowe, 2008). In this vein, for organizations operating in Nigeria to compete globally, they must create more sophisticated customer values through the instrumentality of their "Organizational capabilities" (MO) which is relied on to engender sustainable competitive advantage (SCA) (Druker, 1954; Kumar, et al., 2011).

Questions relating to "WHEN", that is, under what economic conditions and "HOW" does the MO impact on organisational performance have yielded conflicting research findings globally and have not been adequately explicated in the literature and Nigeria as well. With a burgeoning population of over 167 million people (Africa Economic Outlook, 2013), this territory remains a gold mine for any firm with a well-articulated marketing programme and conversely a risky ground for inadequate and inappropriate marketing practices.

Therefore, this study intends to test essentially this "Western marketing theory" in the less developed country, Nigeria. This is necessary as the *emic-etic* context of the construct has been suggested. This is based on the reasoning that MO might be culture specific (emic) or culture general or universal (etic) (Triandis and Brislin, 1984; Triandis, et al., 1984). Consistent with Hofstede's (1980) cultural dimension, certain attributes might be etic or

emic to MO practice. Consequently, the study seeks to examine the extent of MO practice, MO-performance relationship, “WHEN” and “HOW” to implement the MO and managerial implications in the country whose economy was described as a “sellers’ market” (Nwokoye, 1996). By so doing, we unearth any relationships between the theory and general organizational performance in the region.

Furthermore, research findings on the topic appear fragmented, disjointed and inconclusive. Hence, this study is in response to the recommendations of earlier researchers (Dawes, 1999, 2000; Ward, Girardi and Lewandoska, 2006; Grinstein, 2008; Zhang and Duan, 2010; Liao, et al., 2011) on the need to investigate this construct in different contexts. Based on the peculiarities and realities of the Nigerian business environment (Winston and Dadzie, 2002; Osuagwu, 2006; Nwokah, 2008), I elect to conduct a multi-industry study to ascertain the extent of MO practice and its consequences. The unit of analysis is “*organizations*”, whilst managers from varying functional units form the nucleus of research respondents. This is essential in order to achieve an unequivocal conclusion regarding the existence, nature of the MO-performance relationships and the roles of moderating and mediating effects (Langerak, 2003a; Tse, et al., 2003; Gonzalez-Benito and Gonzalez-Benito, 2005; Gonzalez-Benito, Gonzalez-Benito and Munoz-Gallego, 2014; Chang, et al., 2014; Lee, et al., 2015; Qu and Zhang, 2015). This provides richer empirical and methodological clarity, evidence and support for the MO amid the multiplicity of contradictions.

Thus, the present study adopts a holistic approach to MO research, starting with the antecedents to implementation. This is an attempt to illuminate, elucidate, delineate and importantly correct some obfuscations and limitations of extant research. With this, an attempt is made to theoretically, empirically and managerially contribute to the MO discourse.

1.2 Aim of the study

The aim of the study is to ascertain the extent of MO practice in a sample of public and private organizations in Nigeria (both Nigerian and foreign-owned) and how MO influences performance. This study is important for several reasons. First, due to increase in the number of firms (local Nigerian and foreign) competing for customer attention and patronage, fierce competition and competitive hostility is prevalent in Nigeria’s business environment. Second, obfuscations in MO body of knowledge occasioned by the conflicting findings to date places the Nigerian manager and organization in a dilemma

regarding the apt business strategies to adopt to survive and thrive. Third, huge potentials abound in this market which shares similarities with other developing economies. Thus, findings could be well generalized to these markets. This study thus cuts across all industries and sectors of the economy, which provides a good representation to adequately examine gaps in the MO literature and gives a comprehensive justification for the topic. The choice of a multi-industry study is informed by (1) the differing characteristics of the sectors and, (2) as there is no known holistic study to date in the country. Thus, the study will be relevant to the government (policy-making), organizations and Nigeria as a country in forms of better business practices that engender customer and market-centric cultures that support high levels of productivity (Mahmoud, 2011).

1.3 Objectives of the study

The following are the specific objectives of the study:

(1) To investigate the extent of the practice of market orientation in Nigeria. We will use the dimensions and components of the MO as prescribed by earlier researchers to generate and apply a holistic view to Nigerian firms. This reveals how market oriented the firms in Nigeria are.

(2) To ascertain the effects of micro and macro (environmental) variables on the adoption and implementation of the market orientation construct. These variables are both internal and external to the firms and do have overwhelming influences on their strategic decisions and practice. The impact of these moderating and mediating variables have been a source of concern amongst academics and practitioners alike, as several empirical research studies on the MO-performance link have globally generated conflicting findings.

(3) To determine the components of the market orientation phenomenon, most emphasized in the country. The theoretical definitions of MO have necessitated the construction and adoption of scales of measurement, which incorporate various components and dimensions. Earlier studies in the country either have employed a scale without adapting it to the country or have not given adequate justification for the choice of a particular scale. This obfuscates our understanding of the theory and its application in the Nigerian context. Hence, effects of the dimensions of the construct most and less pronounced in our case will be highlighted to help academics and organizational managers in their bid to improve performance and ultimately stakeholders' value.

(4) To determine the MO-organizational performance relations. The controversial nature of research findings thus far in the field has created much more confusion instead of solutions

in the minds of firms. With differing results of MO-performance relationship across various industry types, geographic settings, firm sizes, environmental conditions, national economic situations, and dimensions of performance (subjective and objective measures).

(5) To ascertain if the measurement and application of market orientation have any managerial importance in Nigeria. Thus a contextual examination will generate understanding which could be adaptable to other contexts. The MARKOR (Kohli and Jaworski, 1990) and MKTOR (Narver and Slater, 1990) are the two most widely used scales for measuring the MO practice of firms but have been queried for either their claimed universality for the components of the construct. It is essential then to delineate the adaptability of the scales for MO measurement in Nigeria.

(6) To highlight the relationship between the moderating effects and MO-performance relationship and market orientation practice. The moderating role of environmental factors on the MO practice in a wider organizational context suggests the need to factor in the related variables.

(7) To ascertain how to implement MO in organizations operating in Nigeria (Local and foreign).

1.4 Research questions

(1) To what extent is MO practiced in Nigeria? Narver and Slater's (1990) MO components- customer orientation, competitor orientation, and inter-functional coordination are explored to ascertain their relevance.

(2) What factors are antecedent to MO in Nigeria?

(3) What components of MO are more utilised in Nigeria? In the light of the burgeoning MO scales and dimensions of measurement, the need to capture the components as employed by Nigerian organizations is expedient for proper strategic analysis and focus.

(4) Are there relationships between market orientation and organizational performance? Discrepancies in results of some empirical studies on the topic area have been rather disturbing considering the exigencies of the present globalised business world. Fact-based research findings have argued against the generally accepted postulation which holds a positive MO-performance relationship. The received wisdom holds that more market-oriented firms generally become more profitable and successful in terms of customer satisfaction, market share, and customer retention.

(5) What effects do mediating and moderating variables have on the MO-organizational performance link? The micro and macro (environmental) factors are theorised to determine MO practice and suggest why and under what economic and environmental conditions the MO-performance links become positive

(6) Does MO measurement and application have any managerial importance in Nigeria? The relevance of the construct is tested.

(7) How best would organizations implement MO? This remains far the most under-researched aspect of the MO concept. Having the knowledge of what MO is and could do without a deep knowledge of how to institutionalise it in organizations will be of no immense benefit to organizations, marketing practitioners (managers) and academics alike.

1.5 Method of the study

The study begins with a critique of the previous relevant and current literature on the market orientation theory. A particular emphasis is placed on previous literature on definition issues, model issues, measurement issues, implementation issues, the MO-performance issues and MO practices of firms. This is with a view to unearthing the major points of controversies and the inherent inconsistencies in prior research efforts, as this will enhance our understanding of the MO construct in relation to organizational performance in Nigeria.

The various dimensions of organizational performance- objective vs. subjective measures are explicated. This is necessary as several earlier studies report mixed and conflicting results concerning the MO-performance relationship, which further points to the dimensions of the organizational performance investigated as the overarching factor (Dawes, 2000, Gonzalez-Benito and Gonzalez-Benito, 2005). While some have found positive MO-performance link when subjective performance measures are used (Jaworski and Kohli, 1993; Agarwal et al, 2003; Lee, et al., 2015), others report a positive result with objective measures and contend that there exists a weak MO-performance link using subjective measures (Hooley, Lynch and Shepherd, 1990; Narver and Slater, 1990; Atuahene-Gima and Ko, 2001; Voss and Voss, 2000). This is similar to the impact of the MO on cost-based and revenue-based performance debate (Harris, 2001) and multinational corporations' (MNC) foreign subsidiaries (Qu and Zhang, 2015).

This work thus explores MO, MO practice and MO-performance relationship in Nigeria and seeks to establish causality and association between the variables of the phenomena

under investigation. This is instrumental to our ability to delineate and elucidate the causes and effects of the MO construct to the advantage of the wider users of research findings.

Earlier studies on the subject employed different research paradigms including quantitative (Bathgathe, Omar and Zhang, 2006; Smirnova, et al., 2011; Chang, et al., 2014) and qualitative approaches (Hinson and Mahmoud, 2011; Inoguchi, 2011) each with its merits and demerits, hence leaving a gap in the methodological conclusions. The quantitative method often associated with the deductive approach tests hypotheses and theories using statistical tools (Babbie, 1995; Wilson, 2010; Voola, et al., 2012). Variables of the phenomena are measured, and causality established amongst these variables of the study in line with the underlying theoretical assumptions to ascertain the soundness of the theory relative to previous research findings (Bryman and Bell, 2010). The lack of understanding of the contexts and settings of respondents and the interpretation biases of the researcher form the major weakness of this method (Creswell and Plano-Clark, 2011). This apparently leads to the choice of including the qualitative paradigm to avoid these immanent weaknesses. However, the difficulties in generalising qualitative findings to large groups due to its limited number of participants forms its principal weakness as a method of study (Creswell, 1998; Silverman, 2014).

Consequently, this study adopts the mixed methods research as the most suitable research methodological orientation because it offsets the weaknesses inherent in both the quantitative and qualitative approaches while merging their strengths (Fielding, 2010). This methodological stance provides a more comprehensive evidence for studying the MO in Nigeria as the researcher is permitted to implement the fusion of the quantitative and qualitative paradigms to answer effectively the questions that the other approaches cannot individually answer (Cresswell and Plano-Clark, 2011; Harrison and Reilly, 2011).

Therefore, the empirical analysis of the practice of MO and the MO-performance links in Nigeria will be conducted in the six geo-political zones (north, south, east, and west) of the country by the use of the questionnaire and interviews. Questionnaires will be administered to organizational managers in marketing and non-marketing functions so as to avoid single respondent bias and also in line with the recommendations of earlier scholars (Slater and Narver, 2000; Maydeu-Olivares and Lado, 2003). Firm marketing managers' view of their level of market orientation may differ substantially from that as seen by other departmental managers (Tse, et al., 2003). Thus, the integration of methodologies obviates the use of isolated approaches, and the inclusion of different managerial role players would be a

useful clarification of the methodological problems in the MO domain (Liao, 2003; Liao, et al., 2011).

The methodological construct and analysis are based on the previous empirical studies of Kohli and Jaworski (1990), Narver and Slater (1990), Appiah-Adu (1998), Kirca, Jayachandran and Bearden (2005), Ellis (2006), Gotteland and Boule (2006), Zhang and Duan (2010), Kumar, et al. (2011), Kim, Song and Nerkar (2012), Chin, Lo and Ramayah (2013) and other relevant works. The adoption of the classic works of Kohli and Jaworski (1990), and Narver and Slater (1990) is as a result of their positions as the most employed research instruments for determining the market orientation practice of organisations (Dawes, 2000) and for ascertaining the MO-performance link in organizations (Appiah-Adu, 1998; Wang, Chen and Chen, 2012).

Although Bigne, et al. (2003) and existing literature argue that there is no one generally accepted scale for the measurement of the MO construct, the scales as developed by Kohli and Jaworski (1990) and Narver and Slater (1990) remain the most widely employed. Hence, they have enjoyed the greatest diffusion and usage but are not perfect as MO research continues to generate more scales (Vasquez, et al., 2002; Modi, 2012). It thus calls for care in the context-specific use of research instruments in the field. This study effort will, therefore, combine the MO scales well established in the literature and adapt them to the Nigerian business environment by re-wording them to enhance understanding and will be re-validated- gauged for validity and reliability. This is consistent with the calls of Bigne, et al. (2003), Kaur and Gupta (2010) for the fusion of the different MO scales for the comprehensive explication of the MO theory in Nigeria.

Primary data will be sought from organizations in all sectors of the economy and all the six geo-political zones to have a true representation of the subjects in the country. This exposes the emic-etic dimensions of the construct and the national culture which prescribes that the emic approach offers better reliability and provides data with higher internal validity than etic approach (Usunier and Lee, 2009). Firms in the study will be of various sizes and mixed with regards to the sector, the number of employees, geographical locations, age and share capital.

The analysis of data will be implemented with the use of correlation and regression analyses and structural equation modeling (SEM)- with the aid of the Analysis of Moment Structures-AMOS 21 SEM analytical software and the Statistical Package for the Social Sciences (SPSS 20) software, using univariate, bivariate and multivariate statistical tools (Baird, Hu and Reeve, 2011). This will reveal the MO-performance links and MO practices

of firms in our context. With this, a robust and comprehensive re-conceptualisation of the MO will be generated so as to add to the extant stock of knowledge in the field, inform and guide academics and practitioners alike (firm managers) on its application in Nigeria. Results may also be extrapolated to other less developed and developing countries who share business and cultural similarities with ours.

1.6 Usefulness of the study

In the light of arguments in many quarters both in the industry and academia that marketing spends so much money on adverts and other promo tools, it is necessary at this point for us to remind our colleagues in other functional units of the organization that marketing indeed is uniquely essential to the long-term achievement of organizational mission and vision. On this premise, we need to demonstrate firmly the significance of this study as MO is a tool within the strategic marketing domain and is needed to enable firms to succeed in all endeavours (Brooksbank, Kirby and Wright, 1992; Morgan and Strong, 1997; Morgan, 2012).

To this end, a statement of the relevance of this study to both industry and academia is essential, mostly since findings will be a welcome contribution to knowledge and an indispensable toolkit for effective organizational management and prosperity. Thus, the facets of MO concept relating to its efficacy in leading organizations into success, its implementation, and links with mediating and moderating variables are addressed.

(1) The study exposes the very foundational role of the marketing concept in the propagation and adoption of the MO as an organizational strategy tool for corporate success. Amongst marketing academics and practitioners, MO is viewed as the implementation of the marketing concept required to achieve the strategy objectives of management (Appiah-Adu, 1998; Agarwal and Singh, 2004, Dobni, George and Luffman, 2000; Erramilli and Dev, 2003). Thus, MO is an instrument to translate the marketing concept into action (Taghian, 2010). In this regard, an adequate understanding of the definition, measurement, model and implementation issues surrounding this construct (MO) is essential to the establishment of the MO-performance links in Nigeria. This largely will improve management performance which leads to more effective and efficient allocation and utilisation of firm resources.

(2) Within the marketing literature, the influential roles of the various micro and macro environmental variables in shaping the buying and consumption behaviours of customers

and consumers alike are examined, and findings abound. Market and technological turbulence, high competitive intensity and market growth rate represent some of the determinants of the MO's effectiveness. Nigeria's nature and state as a developing country portend variability in the impact of these forces on the organizational performance relative to the developed countries of the world. Hence, an explication of the nature, shape, variability and types of these mediating and moderating forces and their impact is essential in measuring and instituting the MO practice in firms. A clear process of implementing the MO firm-wide provides the benefits of having sound organizational practices, which would yield positive performance implications for the market-oriented firm.

(3) The effects of the individual components of the MO construct on organizational performance have been studied in various parts of the world. Dawes (2000) sought to unravel the association between these individual components of MO and firm performance. He concluded that the competitor orientation has the strongest correlation to performance, while customer analysis and responsiveness remain weak correlates. In a similar study, Lengler, Sousa and Marques (2013) in a study of Brazilian export firms found that customer orientation has a linear relationship with export performance (profit). Although these studies were conducted in Australia and Brazil, which are geographically, economically, environmentally and culturally different from our context, there exists no such research in Nigeria. Hence, the present study reveals the various components of MO most emphasised in the country. Findings will be useful in addressing the issues relating to misplaced priorities by academics and practitioners regarding the focus of attention on the components, which may not be most productive based on the Nigerian business environment and culture. Therefore, the best blend of the components application will be vital to the derivation of optimal performance measures.

(4) The implications of the MO on different measures of organizational performance remain one of the areas of the MO debate where scholars have been left divided, findings inconsistent and conclusions inconclusive. Narver and Slater's (1990) empirical research finding espouses the positive relations between MO and the subjective measures of performance. While others contend that objective measures should be more relevant to organisations as it defines their corporate efforts. However, Dess and Robinson (1984) and Dawes (2000), posit that there exists strong convergence between the subjective and objective measures of firm performance. Although this issue bordering on the nature of the

performance measures studied in firms seems treated, so far the Nigerian experience is non-existent. In line with the calls from Kohli and Jaworski (1990), Brettel, et al. (2008) on further examination of the MO construct in different national/cultural contexts, this present study explicates the levels of association between the MO and firm performance. This will inform the judgement of managers in their day to day strategic decision making in their various organizations with a view to achieving firms' aims and objectives.

(5) MO measurement has provided a heating point accounting for the inconsistencies in the topic area as several writers have provided varying scales for measuring the construct based on their conceptualisations. Kohli and Jaworski (1990), Narver and Slater (1990), Desphande, Farley and Webster (1993), Vasquez, Alvarez and Santos (2002) and Modi (2012) assert that the scale used for MO measurement would to a high degree determine the relevance of the construct to varying contexts, Nigeria and her managers inclusive. Due to the weaknesses immanent in the individual scales regarding universality and cross-country applicability, a mix of these is employed and adapted to the context of the study. By so doing the relevance and managerial importance of the MO-performance link will be more visible and understood by managers (Lancaster and Velden, 2004; Dabholkar and Abston, 2008, Ellinger, et al., 2008; Dauda and Akingbade, 2010).

(6) Establishing the relationship between mediating and moderating variables vis-a-vis MO-performance links is essential for a deeper understanding and MO implementation. Thus, the benefits of the construct would be maximised. This is based on the reasoning that MO is a nascent phenomenon in Nigeria in relation to western countries and China, as strong context-relevant theoretical basis and empirical evidence of MO have not been developed to date in the country (Bathgate, et al., 2006).

1.7 Dissemination

1.7.1 Journal articles based on my doctoral research will be submitted to the European Journal of Marketing, Journal of the Academy of Marketing Science, Journal of Business Research, Journal of World Business and the Journal of Marketing. These journals have been strong platforms for MO discourse to date, hence the choice of contributing my voice to the discussion using these media. In addition, I will also disseminate my research findings in conferences and universities including Academy of Marketing Science World Congress, American Marketing Association conference and other specialist marketing conferences.

1.7.2 Conferences and Doctoral Colloquiums

It is important to note that the potential to publish in leading marketing journals is evidenced by participation in the following conferences and doctoral colloquiums during this doctoral journey:

- "Market orientation and Organizational Performance in Nigeria", Doctoral Colloquium, Academy of Marketing Conference, University of Southampton (July 2012). The colloquium was attended by, amongst others, Professor Michael Baker of the University of Strathclyde.
- "Market orientation and Organizational Performance in Nigeria", Seventh Annual Research Student Conference (June 2013), Anglia Ruskin University, Cambridge (Won the Joint-First Prize Award for Best Paper Presentation).
- "The Implementation of Market Orientation Revisited: A Change Management Perspective", Academy of Marketing Conference, Bournemouth University (July 2014). The conference was attended by, amongst others, Professor Jenny Darroch of Claremont Graduate University, United States of America and Professor Ross Brennan of the University of Hertfordshire.
- "The Conceptual and Methodological Challenges in Market Orientation Research", Eight Annual Research Student Conference (June 2014), Anglia Ruskin University, Chelmsford.
- "The Market Orientation and Organizational Performance Measures Conundrum: A Revisitation of Eclectic Discord", British Academy of Management Conference, the University of Ulster, Belfast (September 2014). The conference was attended by, amongst others, Professor T.C Melewar of Middlesex University.
- "Moderation Effects on the Market Orientation-Performance Connubial Relationship: A Developing World Perspective. Academy of Marketing Conference, University of Limerick, Ireland (July 2015). The conference was attended by Professor Lloyd C Harris of the University of Birmingham.

1.8 The Nigerian Economy and Business Environment

Nigeria is a West Africa state and the most populous country in Africa, with a population of over 182 million people (World Bank, 2015) and is the seventh largest in the world (United Nations, 2015). Although, Nigerians argue that the current population is more than two hundred million, this implies larger markets for businesses and organizations. Since 2010, the country's population growth rate has hovered between 2.67% and 2.73%, which presents high growth compared to most other countries. Although these statistics illustrate Nigeria as being a large market, the country does have enormous challenges.

After gaining independence from Great Britain on October 1, 1960, Nigeria became bullish in the development of her economy and sought ways to create the enabling environment for the success of the private sector. This drive engendered strong economic ties with other global superpowers especially the developed countries (The United Kingdom and United States of America inclusive), which led to trade treaties and bilateral investment agreements with several countries. This move opened the doors and windows for foreign companies who swooped on the country and landed in droves leading to the influx of foreign products. This brought with it remarkable and significant competition amongst firms and products and offers a strong reason to test MO's efficacy and possible implementation (Osuagwu, 2006).

Table 1 (page 23) summarizes the macroeconomic and social profile of the country. From a company's perspective, a look at the socio-economic profile of the country generates several marketing implications for organizations already playing and others hoping to play in this market. With one of the highest gross domestic product (GDP) per capital in the continent, a GDP growth rate of 7.4% (World Bank Data, 2011), a thriving, youthful (over 70% youth population) and educated population. This implies the presence of a significant proportion of consumers with substantial purchasing power.

After re-basing her gross domestic product (GDP) in 2013, Nigeria arrived on the global stage as the largest economy in Africa and twenty-sixth in the world, with GDP of five hundred and ten billion dollars (BBC, 2013; UNCTAD, 2013; World Bank, 2013). Prior to and post GDP re-basing, huge foreign direct investments poured into and continued to favour Nigeria in the form of greenfield investments, joint- ventures or wholly-owned subsidiaries (UNCTAD, 2013).

Recently, according to The Wall Street Journal- WS Frontier Market Index (2015), Nigeria is the most watched economy amongst two hundred frontier markets, with seven in ten multinationals surveyed worldwide willing and ready to do business in the country.

Table 1 Profile of Nigeria's Socioeconomic Environment

Factor	Sub-Saharan Africa	Nigeria
Population growth (In Millions, 2002-2015)	699.4- 886.4	129.2 -182..2
Annual GDP growth in 2011	4.5%	7.4%
Oil production		Six largest producers in the world
GNI Per capita	1.387.4 - 2.160.3	1.210 - 2.270
Inflation (May 2016)		15.6%
Unemployment rate (May 2016)		12.1%
Youth Unemployment/Underemployment (2016)		42.24%

Source: World Bank Data (2011, 2015), NBS (2016)

Foreign companies indicate interest in the following areas- real estate, agriculture, refinery (oil and gas), mining, renewable energy and entertainment. Hence, the country is building several industrial zones to accommodate the needs of interested foreign firms. Much of the attraction in this economy is due to the population unofficially estimated at two hundred million.

As the world's sixth-largest crude oil producer so much depended on the sector. However, lately, the structure of her economy has changed significantly from oil dependent to a nearly diversified economy. Manufacturing now accounts for thirty-six percent (36%), services- fifty-one percent (51%) and agriculture – thirteen percent (13%) of the economy (Central Bank of Nigeria, 2015). The major contributor to this success and the country's ascendancy to the top spot in the continent is the creative industry (entertainment sector- film and music). Nollywood industry (movies), Nigeria's film industry, was rated by UNESCO in 2012 as second largest film industry in the world. Valued at eight hundred and ninety million dollars (\$890 million), with a revenue potential of about three billion dollars (\$3 Billion) and over two hundred million audiences across Africa and beyond. The sector churns out over two hundred movies per month and has created two hundred thousand direct and over one million indirect jobs.

Issues in Nigeria Accentuating the Need for MO study

Although, the country continues to play a key role on the Africa continent and appears to be on the right path, recent (2015-2016) economic indicators suggest a contraction in the overall economy. The country could be unmistakably described as a mono-economy as crude oil contributes about 70% of her yearly revenue (NRGI, 2016). Due to the recent slide in global crude oil price from \$115 to \$37 per barrel in 2016, the government's revenues hit a five-year low (Bloomberg, 2016). As a consequence, the country's gross domestic product growth in 2015 fell by about 3% (CIA World Factbook, 2016).

Further compounding this are outcomes of the shrinking economy. For instance, inflation rate continues to grow from 8.7% to the current 15.6% and imported food inflation stands at 18.6% (NBS, 2016). Similarly, Nigeria's currency- The "Naira" depreciated 42% to the US Dollar in June 2016, with an unemployment rate of 12.1% and youth unemployment /underemployment at 42.2% (NBS, 2016). Although, population growth hovers around 2.7% annually, a significant percentage of the market has less disposable income as the number of people in full-time employment decreased by about five hundred and thirty thousand or 0.97% in the first quarter of 2016 compared to the fourth quarter of 2015.

The above data generate mixed feelings and a source of concern to the government, people and importantly organizations who ply their trade in the country. For organizations, playing and others potentially looking to play in this market, the dwindling fortunes present an opportunity as well as a threat that must be taken into consideration. Hence, this makes paying close attention to both customers/consumers and competitors' essential for business success; that is MO.

Interestingly, the Sub-Saharan Africa region remains one of the global locations where very little test and application of most western brewed management theories; MO inclusive exists (Chelariu, Outtarra and Dadzie, 2002). Mitchell and Ajenmonmen (1984) stated that very low level of MO had been employed in sub-Saharan African economy. Based on the alien nature of most management/marketing theories to Nigeria and the current economic challenges facing the country, it is imperative to investigate the MO theory.

Prior researchers have had a go at MO study within Nigeria. For example, Osuagwu (2006) using a sample size of 697 small and large companies in Lagos state investigated the MO practice, Nwokah (2008); strategic MO in the food and beverages organizations, Oniku

(2009) MO in Nigerian SMEs, Ihinmoya and Akinyele (2011) MO in Ogun State; Udegbe and Udegbe (2013), MO in Lagos which mirrors Ihinmoya and Akinyele (2011). While the studies above attempt to introduce MO in our context, these studies have been correlational in nature using single states and industry in their various samples. This is not representative of the country. Thus, none to date has holistically looked at the construct in all sectors and regions of the economy.

The need to test organizational managers' understanding and effectiveness of the MO construct in delivering improved organizational performance in Nigeria are further accentuated. This, informs on the wisdom for the test of MO construct and in the call for firms playing in this market to be market oriented. Also, the emergence of a multiplicity of foreign firms and products in the country calls for the careful articulation and comprehension of responses to the internal and external environmental conditions necessary for the creation and implementation of MO to favourably and effectively compete in our context and the world at large.

Consequently, Nigeria presents a fascinating context for the re-examination of the MO construct, its various dimensions, mediating and moderating variables. This is in response to calls from earlier researchers in the MO body of knowledge for the examination of the construct in developing economies, as discrepancies in research findings to date could be contextual (Brettel, et al., 2008). Situating the present study in our context- Nigeria is necessary as most management theories are "western brewed" (Senior and Fleming, 2006). Thus, their practicality cannot be assumed to be effective in the less developed world due to significant socio-cultural and economic differences in relation to the western nations (Sin, et al., 2005). Therefore, this study examines MO in Nigeria, its validity (construct and content) and instrument reliability after adapting the MO scale to the country's business environment.

1.9 Thesis structure

A study of this magnitude and relevance deserves the explicit statement of its structure to aid readers with a comprehensive understanding of this journey to discovery. Therefore, below is an account of the discussions that follow.

Chapter 1 sets out the entire research process, stating the background to the study robustly, research questions, aims, and objectives which are used as the study progresses. The chapter further details the nature of the Nigerian business environment, emphasising cultural, economic, success factors within the country and a justification for the MO study.

Chapter 2 comprises MO schools of thought, essential review of relevant literature on marketing concept and MO, with special treatment of the MO issues concerning definition, model, measurement, and implementation, MO-performance link, effects of moderating and mediating variables. The MO practice in all sectors of the six geo-political zones of Nigeria is investigated with a view to treating the topic holistically and comprehensively as earlier research findings have either been non-existent, skeletal, inconclusive, inconsistent and conflicting.

Chapter 3 details the conceptual framework on which this study is based. This is necessary as varied definitions and conceptualisations of the phenomena “market orientation” and “organizational performance have been advanced which has created confusion in the minds of academics and practitioners alike.

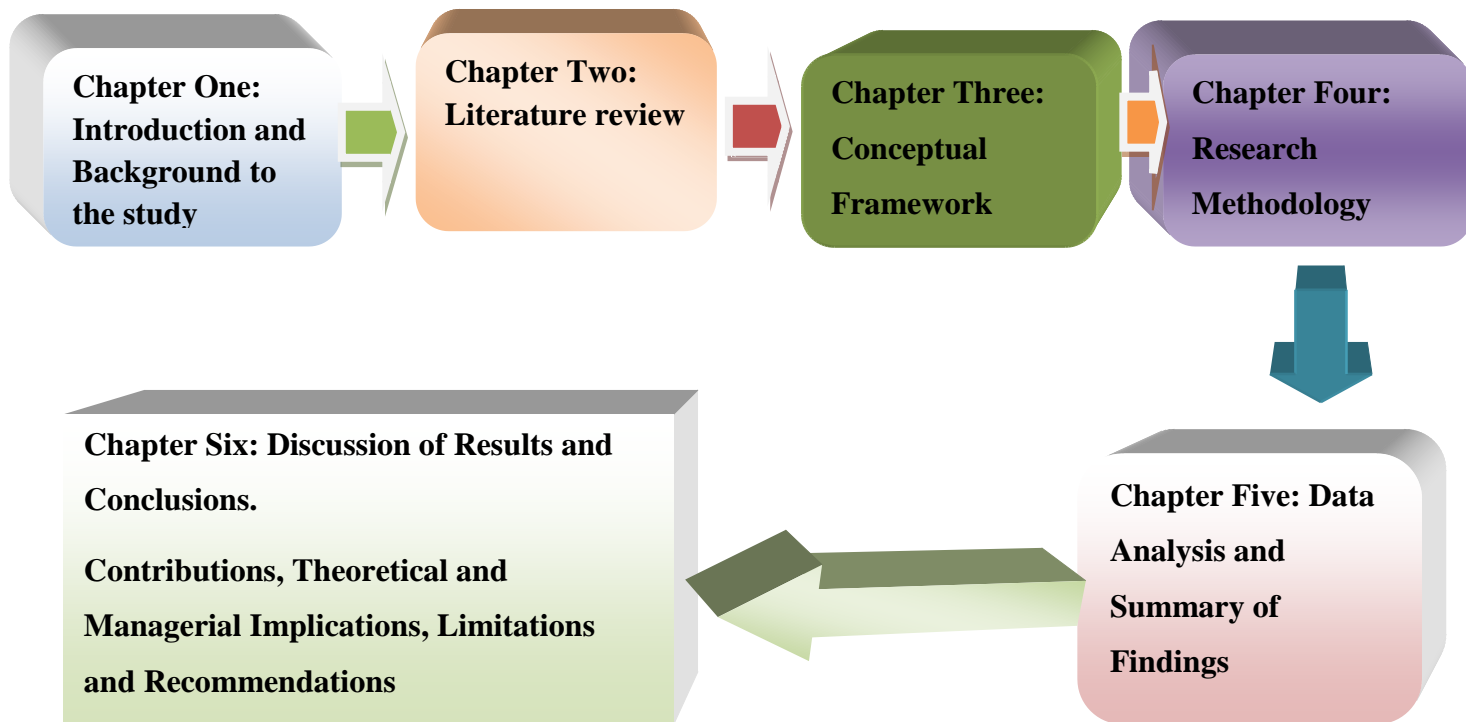
Chapter 4 comprises the research methodology adopted for the study, description of the development and design of the instruments used for the survey. It discusses the philosophical debate (the discussion of the “paradigm war”), ontological and epistemological assumptions of the researcher with justifications. The research design is explicitly stated with reasons for the choice of the convergent parallel mixed methods design.

Chapter 5 details the study's empirical analysis of data (quantitative and qualitative) and highlights the statistical tools employed (univariate, bivariate and multivariate), a summary of quantitative results and qualitative findings.

Chapter 6 presents a detailed discussion based on the results obtained in chapter 5. It discusses the results of the tested hypotheses intending to answer the research questions. With this, the research aim and objectives are achieved. Also, quantitative results and qualitative findings are mixed, conclusions, contributions to knowledge, limitations of the study, recommendations, and future research directions are detailed. In the end, a re-conceptualisation of the study is presented.

Figure 1

Flow of the research process



Summary

The literature on MO is awash with studies in developed economies. However, there is a dearth of literature relating to Nigerian organizations in the context of a developing nation. Research on MO in Nigeria is important because Nigeria is Africa's largest economy and market, shares nomological similarities with other developing countries and a true representation of the developing world. Hence, findings could be extended to other markets with similar levels of economic development. This chapter looks at the entire phenomena "market orientation and organizational performance" with a special focus on Nigeria to explicate the meaning, the nature, and strength of links between MO and firm performance and the challenges in implementing the construct. The background to the study and the research problem were stated to give a clear direction and need for the study. Research questions, which explore the MO-performance relations were posed to introduce clarity to the assemblage of contradictions that previous studies are yet to address fully as they relate to the country. A background to the Nigerian business environment and justification for the MO study in the country are detailed. Research aim and objectives signalling and authenticating the need for in-depth investigations of the topic were presented.

The method of the study that affirms the research methodology applied and the reasoning for the choice is given. This is necessary especially as researchers are often divided, critical and share divergent views on the chosen paradigms due to varied ontological and epistemological assumptions and stances in the field of marketing. The usefulness of the study presented is indeed essential to academics and practitioners as findings will provide a strategic toolkit for organizations.

An overarching structure of the thesis was laid out which gives a clear direction of the study for an easy read and comprehension. The contents of the various chapters were enunciated to give a brief and succinct view of the research pathway.

In the next chapter, I will critically review the relevant extant literature which is intended to identify the topical issues thus far, as well as to unmask the difficulties and challenges in MO study to date. The critical review of literature generates hypotheses to be tested and sets the background for the entire research process/journey.

Chapter Two

2.0

Literature Review

Introduction

In recent times, literature in management has devoted special attention to the burgeoning insertion of distinct management approaches and practices including strategic management, quality management, the changing business environment and marketing. Some of these could be referred to as fashion and fads instead of necessities that could lead organizations to sustainable competitive advantage and higher performance (Ogbonna and Harris, 2002; Kotler and Armstrong, 2006). The marketing concept represents a special management and business orientation with a focus on the firms' customer. The adoption and implementation of the marketing concept as a business philosophy within firms for the creation of competitive strategies for better performance is termed market orientation (Raaij and Stoelhorst, 2008).

The received wisdom holds that market orientation leads to higher organizational performance, hence a positive relationship between the variables (Kirca, Jayachandran and Bearden, 2005). The last twenty-five years has seen a plethora of empirical studies which sought to analyse the effects of MO on organizational performance (Verhees and Meulenbergh, 2004), under what conditions and how this relationship exists (Han, Kim and Strivastava, 1998; Aggarwal and Singh, 2004; Green, et al., 2005; Zhou, et al., 2008; Chang, et al., 2014). Although, the logical reasoning is that MO enhances performance, available fact-based research findings and results are inconclusive, suggesting contradictory findings (Gonzalez-Benito and Gonzalez-Benito, 2005; Bathgate, et al., 2006).

While many studies argue on the efficacy of the MO and found positive MO-performance relationship (Deshpande and Farley, 2002; Farell, Oczkowski and Kharabsheh, 2008; Mahmoud, Kastner and Yeboah, 2010; Wei, Zhao and Zhang, 2014), some others report non-significant and weak relationship (Perry and Shao, 2002; Caruana, Pitt and Ewing, 2003; Jones, Busch and Dacin, 2003; Nwokah, 2008; Wang, Chen and Chen, 2012). Also, some others found a negative relationship (Grewal and Tansuhaj, 2001; Demirbag, et al., 2006). Meta-analysis has also been used for the MO study but report varying findings. While, Cano, Carrillat and Jaramilo (2004), Ellis (2006), Vieira (2010) report positive MO-organizational performance relationship, the existence of the relationship and the circumstances it takes place are still highly debatable, contentious and open to questions

without an unequivocal response (Langerak, 2003; Sin, et al., 2003; Liao, Chang and Ktrichis, 2011).

It does appear that our understanding of the construct, when and how it influences organizational performance are still vague as research findings differ in different contexts and sectors (Kirca, Jayachandran and Bearden, 2005). Thus, Slater and Narver's (2000) call for the substantive modification of the conceptual and methodological methods for improving confidence in extant findings (Gonzalez-Benito and Gonzalez-Benito, 2005). However, Noble, Sinha and Kumar (2002) note that methodological heterogeneity connotes additional challenges to provide consistent and conclusive answers to the MO-performance puzzle. This is based on the assertion that MO may not be good for all environmental conditions and in all settings (Houston, 1986; Shoham, Rose, and Kropp, 2005; Ellis, 2005; Ward and Lewandowska, 2008). This sets the basis, rationale, and justification for the present study.

Consequently, this study is in response to the earlier calls from Slater and Narver (1990), Brettel, et al. (2008), Kumar, et al. (2011) and Liao, et al. (2011), for further explication of the construct in other industries, contexts (developing countries), varying environmental and economic conditions, and in conjunction with other strategic orientations (Grinstein, 2008). To establish external validity of findings in the MO body of knowledge, there is need to amass research support from a variety of settings. Hence, I situate this in Nigeria, the largest and most populous country in Africa, world's seventh largest market (regarding population) and twenty-sixth largest economy (World Bank, 2013). Adopting a holistic approach and integrating the effects of moderating and mediating variables in a single model, this study provides a fresh perspective on how firm internal factors and factors within firm socio-cultural environments and related to moderating and mediating variables integrate and interact to affect the MO-performance relations and MO implementation in Nigeria.

I begin with an examination of schools of thought within MO and various orientations in business, that lend support to the development of MO, its antecedents and consequences, operational measures and implementation. This leads to clarifications relating to the MO-performance relations, incorporating the salient hands of the mediating and moderating variables that alter the dynamics and strategic drive. In addition, I control for other influences on this relation within the Nigerian business environment. Finally, the operational measure of MO and an approach to the implementation of MO within

organizations are distilled and explored. Thus, I begin with an exposition of the distinct models of MO intended to highlight conceptual variations, illuminate the construct and provide organizational knowledge.

2.1 Models of Market Orientation (MO) - MO Schools of Thought

For several decades, the marketing concept and market orientation construct have attracted attention from several scholars and practitioners of marketing alike. This interest is based on the overwhelming importance of these constructs in recent human history (Lear, 1963; Fenton, 1969; Houston, 1986, Kohli and Jarworski, 1990, Narver and Slater, 1990; Cano, Carrillat and Jaramilo, 2004; Ellis, 2006; Beverland and Lindgreen, 2007; Grinstein, 2008; Vieira, 2010; Liao, et al., 2011). Each writer conceptualised and presented MO from varying perspectives in line with their differing understanding and views regarding its implementation within the firm. Amongst the numerous academics who tried to bring to the fore the multi-dimensional nature of this theory include and Shapiro (1988), Kohli and Jaworski (1990), Narver and Slater (1990), Ruekert (1992), Desphande and Farley (1998), In general, the study of market orientation has been conducted in all continents of the world and most empirical tests point to its efficacy and relevance to organizational efforts (Atuahene-Gima, 1995; Appiah-Adu, 1998; Maydeu-Olivares and Lado, 2003; Pulendran, Speed and Widing, 2003; Yam, et al., 2005; Osuagwu, 2006, Mahmoud, 2011). Although most of these studies have been conducted in the advanced countries of the world, it appears that there is a consensus that the construct is widely acknowledged as a “philosophy” which permeates all organisations. Caruana, et al. (1999), Kwaku (1997), Horng and Chen (1998) espouse the idea that regardless of the cultural setting, the MO remains an indispensable tool for varied organisations irrespective of type, scale of business and effects environmental factors.

This has thus ensured that the market orientation construct continues to hold a very significant place in the marketing literature (Lafferty and Hult, 2009). Even with this perceived prominence of the construct, its actualisation as a key strategic marketing tool has been obfuscated by the varying and confusing conceptualisations. This conceptual dilemma has in the past and presently further creates a problem in the empirical testing of the construct (Shapiro, 1988; Brownlie and Saren, 1992). Against the backdrop of the conceptual conundrum, more worrisome is the lack of a universally accepted scale for measuring market orientation (Kaur and Gupta, 2010). This is because recent studies have

differed on the MO components which could enhance the empirical test and generalisation for the benefit of firms, hence obscuring and limiting the specific roles and indeed relevance of the theory (Kohli and Jaworski, 1990, Narver and Slater, 1990; Bhuian, 1998; Bigne Kuster and Toran, 2003).

Against this raging confusion, we will turn attention to the five different and most accepted classifications of the MO conceptualisations found in the literature. Therefore, in line with the propositions of Lafferty and Hult (2001), the following are the attempted conceptualisations. At this point, it is necessary to keep in mind that these conceptual groupings of the construct are based on the definition, model, measurement and implementation issues inherent and widely discussed MO body of knowledge. Kaur and Gupta (2010) suggest that the scope of the construct remains an area of the overarching problem. It is seen as the “definition issue” which has consequently blurred our understanding of what the MO is and what it is not (Raaij and Stoekhorst, 2008). A clarification based on the reviewed literature will be essential for a proper definition and subsequent benefits that might accrue to the study.

2.11 The Conceptual Groupings of the Market Orientation

- (1) The decision-making school
- (2) The market intelligence school
- (3) The culture-based behavioural school
- (4) The strategic school
- (5) The customer school.

2.12 The Decision –Making School

The problems surrounding the Wolverine Controller Company where sales, earnings, and market share plummeted for all product lines forms the basis of Benson Shapiro’s market orientation conceptualisation. Wolverine was an Indianapolis-based producer of flow controllers for process industries including papers, chemicals and food. Sales, earnings and market share were down for all the product lines. The downward trend in the company’s fortunes and market position led to the all-new journey to the discovery of what a company must do to remain competitive. Although, the Wolverine president did not know exactly what the problem was, he, however, knew the only way out of the mess was for the organization to become customer driven or market-oriented even if he was not quite sure what that actually meant. Kotler and Armstrong (2006) emphasise an essential need to develop deep customer knowledge which transcends their present needs to the realms of

their latent needs and wants. Although the difference between what it meant to be “market driven” or to be “customer oriented” was not known at the time but it was clear that all functional units needed to work towards focusing on the market.

In the burgeoning marketing literature on market orientation, the proposition put forward by Shapiro (1988) became one of the perspectives to the study of the construct- MO. This approach was conceptualised as the decision-making perspective to the study of MO. At the fore of this approach is the profane need for the management of the firm to share customer, competitor and market-related information across all functional units (Ussahawanitchaki, 2007). The need for personnel in the various departments to practice and engage in collaborative decision making was also evidently clear (Aggarwal and Singh, 2004).

Shapiro (1988, p.120) argues that there are three key features that qualify a company to be classified as market driven:

- (1) Information on all important buying influences permeates every corporate function (p.120)
- (2) Strategic and tactical decisions are made inter-functionally and inter-divisionally
- (3) Division and functions make well-co-ordinated decisions and execute them with a sense of commitment.

The first feature that shows the sign of a market orientation in a firm is the need for the company to understand its market, the customers and the people who act as influences in the buying decision-making process (Hou, 2008). Although the grasp of the customers and the market is key, the powerful roles played by the buying decision-making influencers must be appreciated. This customer information must be allowed to permeate all the functional units of the firm to be of strategic importance (Gonzalez-Benito and Gonzalez-Benito, 2005). This market intelligence garnered through various systems including market research reports, industry sales analysis, recorded customer responses, and trade show visits of the top-level management staff must be shared across all functional units.

The second feature as suggested by Shapiro (1988) stresses the need for the market-oriented company to be able to make strategic and tactical decisions inter-functionally and inter-divisionally irrespective of the divergent objectives of the various functional units. It requires the company to possess the ability to identify the problem areas and discuss them with the various departments in a very sincere way to generate a system of harmonising the differences for the benefit of the firm. Perry and Shao (2002) emphasize that for success to

be made; functions and divisions must be ready to discuss and listen to each other and be supported to express their views in a simple, transparent, honest and open manner. To make wise and best decisions for the best interest of the entire organization, Shoham, Rose and Kropp (2005) opine that they must recognise differences between the functional units and be willing to adopt a simple and open decision-making approach.

The third feature of market orientation is that divisions and functions must make well-coordinated decisions and execute them with a sense of commitment (Shapiro, 1988). The commitment could be achieved by the open dialogue on strategic and all tactical trade-offs. Slater and Narver (2004) hint that a company can leverage its strengths by collaborating in sharing of ideas, prescribing and discussing other alternative resolutions to organisational problems so as to create new product success.

Although powerful internal connections amongst the various functions could lead to clearer communications, stronger co-ordination and greater firm commitment, McClure (2010) warn that dysfunctional conflict which results from interdepartmental collaborations could halt organizational development. Hence, poor coordination and communication could lead to improper and wasteful allocation of resources and total failure of the organisation to take advantage of the market opportunities while reducing its threats. Shapiro (1988) has stated that the above-highlighted features of market orientation strongly tilt towards good customer focus, as he anecdotally claims that understanding the strengths and weaknesses of the competition is also a major component of the organisation acting as market- driven.

2.13 The Market Intelligence School

The definition of the marketing concept remains a matter of discourse in the marketing literature (McNamara, 1972.p 51). The author adopted a broader perspective and view of the concept in his definition, stating that the concept is a business management philosophy and that it is based on firm-wide recognition and acceptance of the need for customer orientation, profit generation and the roles of marketing in sharing the needs of the market with all departments. This ordinarily creates the much-needed market knowledge that will precipitate positive actions and in return favourable response from the customers.

This view sounds plausible, although Barksdale and Darden (1971) draw our attention to the inherent limitations of this definition of the concept, as the practical value is obscured. They further stated that the major challenge in such definition is the development of the operational definitions of the marketing concept.

Based on this deficiency, the need for a more comprehensive and all-encompassing definition that will state and translate this philosophy into practice became apparent (Dobni and Luffman, 2000). Hence, the authors gave a more practical definition of the market orientation which captures the all-encompassing implementation by all departments of the firm. From this perspective, a definition of the construct is given:

"market orientation is defined as the organisation-wide generation of market intelligence pertaining to current and future customer needs , dissemination of the intelligence across departments and organization-wide responsiveness to it" (Jaworski and Kohli, 1990, p. 54).

The authors in this context recommended the study of the market orientation to focus on all about market knowledge. This is consistent with the views of Ward and Lewandowski, (2008), who shared similar opinion regarding the essential place of gathering marketing information regarding both the customers and the competition. Based on the foregoing, Kohli and Jaworski (1990) suggested that in defining market orientation formally, three key attributes must be present to give a full analysis of the construct. Amongst these features include:

- (1) Intelligence generation
- (2) Intelligence dissemination
- (3) Responsiveness to the market intelligence gathered.

Kohli and Jaworski (1990) facilitated the relative ease of explicating and operationalizing the marketing concept by zeroing-in on the individual marketing activities needed to make meaning of the concept. Since the original seminal work in 1990, the authors other works have continued and have been widely published and referenced (Narver and Slater, 1990; Jaworski and Kohli, 1993; Appiah-Adu, 1998; Wang and Ellis, 2007). According to Kohli and Jaworski (1990), the point of departure in the market orientation study is market intelligence, as nothing meaningful can be achieved without good and reliable market information. In their perspective, conceptualising market orientation entails giving a broader meaning to the market intelligence beyond the current needs, tastes and preferences of customers.

In understanding the current or latent of the market needs, a thorough analysis of the forces which shape the consumption and buying mood of customers must be taken seriously. Ellis (2006) expressed the view that for intelligence generation to be effective and meaningful, the exogenous factors that influence customers' needs and tastes must be analysed. This is consistent with the stance taken by Aaker (2011) as he posits that the external analysis is

required to understand the customers and those factors that could in various ways impact on their choice of products. In the business to business sector, Hooley, Saunders and Piercy (2004) state that the MO analysis has to include changing market conditions in the customer firm's industries and the impact on their wants and needs.

Dawes (1999) warns of the danger of concentrating so much on the customer and losing sight of the competition. The journey to organisational success must factor in the effect—positive and negative, of the competition. Firms could learn fast from their competitors, hence improve on their competencies and remain proactive (Subramanian, Kumar and Strandholm, 2009a). Therefore, in as much as the customer knowledge is necessary for intelligence generation, due cognisance must be taken of the myriad of external forces acting on, and that could affect the firm's productivity. These forces include the effect of technology, environmental, government policies, social-political factors and other macroeconomic indicators within the country (Nwokah, 2008).

The current needs of the market Kim (2003) assert, are very relevant to intelligence generation, while the latent needs are also vital. It thus follows that organisations must as a matter of necessity anticipate these latent needs of the market as the cost and time of product development and production would always be colossal. This calls for proper planning and implementation of all activities needed to bring to fruition these products of the future (Baker and Sinkula, 2002). This view is espoused by Subramanian, Kumar and Strandholm (2009b) as they suggest that the costs for a company venturing international to create a wider market for its products might be massive. Hence, the firm could engage several instruments to acquire market information needed for effective and efficient intelligence generation. Lafferty and Hult (2001) recommend the use of formal and informal tools of information gathering, including meetings and discussions with customers, customer surveys, sales reports and its analysis, market research which will analyse, unravel and elucidate on competitor activities for better monitoring of the market. It must be emphasised that intelligence generation is not just the preserve and responsibility of marketing but that of the entire organisation (Kohli and Jaworski, 1990).

Functional departments including production, research, and development R&D, marketing, finance, customer service and others should endeavour to obtain all pieces of information relevant to the orientation market drive of the firm. Aaker (2011) suggests the identification of competitors using customer-based, brand-use associations, and strategic group approaches, as some may not be visible and may be indirect competitors. Generation

of market intelligence transcends obtaining customer opinions and involves the analysis and interpretation of these pieces of information so as to make sense of the customer needs, tastes and preferences (Beverland and Lindgreen, 2007). It might, however, be useful for firms to plan future product offerings jointly with the customers as a way to have a better understanding of their requirements. This market knowledge must then be disseminated throughout the organisation using a combination of several effective mechanisms.

Intelligence Dissemination is the second element of the components of the MO proposed by Kohli and Jaworski (1990). The acquisition of market intelligence alone and on its merit does not change anything within the organisation until the relevant units become aware of the existence of such information. Zhou, et al. (2008) draw our attention to the need for the participation of all departments in the firm so as to effectively respond to the gathered market intelligence. Hence, for the organisation to respond to the needs of the market, the market intelligence generated must be communicated and disseminated effectively to all departments (Kohli and Jaworski, 1990). This is indeed key as any unit might generate market information that falls within the purview of a different unit, hence when properly circulated the firm as a whole benefit from such inter- departmental collaboration. Anderson (1982), Naude, Desai and Murphy (2002) suggests that the marketers' most important role may be selling within the organisation. Kotler and Keller (2011) posit however, that the flow of information and market intelligence might not always be from marketing, but from any department where it was generated. Thus, it could be argued that for there to exist a cohesive flow or dissemination of market knowledge, there has to be a strong spirit of collaboration, understanding and healthy interdependence amongst the various functional units within the organisation.

Kohli and Jaworski (1990) add that although the formal way of disseminating intelligence is essential, however, the informal information exchanges that go on in organisations is a very powerful tool for intelligence dissemination. As employees gather and discuss in ones and in groups to discuss firm matters, relevant pieces of valuable information concerning customers, competitors and markets are effectively exchanged, hence implementing the excellent dissemination process for firm success. However, poor employee management could as well be a major issue and barrier to the effective implementation of MO (Lancaster and Velden, 2004).

The third, final and highly critical element of the MO is responsiveness. Kohli and Jaworski (1990) note that an organisation may generate and disseminate market intelligence internally, but if it does not respond adequately to the needs of the market, then the entire process is futile. Responsiveness to market intelligence is the action taken as a way of responding to the intelligence generated and disseminated (Lam, Kraus and Ahearne, 2010). Yoon and Lee (2005) assert that responding to market information involves targeting a particular segment of the market, designing and developing the right set of products and services that will meet the expressed and latent needs of this customer group which enhances the firms' strategy crafting and implementation. These products and services must then be communicated and distributed to these customers in such a way to elicit the favourable response from the customers. In communicating to customers, awareness on the availability and solution-set features of the product must be made known to create the needed interest which propels them to take the buying decision for the firm's product relative to competitors. Therefore, it is imperative that all departments within the organisation partake in the entire market orientation process of intelligence generation, dissemination and responsiveness to market trends and dynamics (Aaker, 2011). It therefore, calls for a concerted effort and joint actions of all departments towards achieving the aims and objectives of the enterprise.

2.14 The Cultural Based Behavioral School

The cultural school of thought to the study of the market orientation sprang out of a detailed and extensive work of Narver and Slater (1990), who view organisations as a collection of people with similar or a collective goal. After a careful and thorough research, the authors observed that the way people acted in the firm determined its market orientation position largely.

Narver and Slater (1990, p.21) define market orientation as “organisation culture that most effectively and efficiently creates the necessary behaviours for the creation of superior value for buyers and, thus, continuous superior performance for the business. This conceptualisation of the market orientation presupposes that the customer is the focal point of all organisational effort. They, however, adopted this cultural perspective; as they classify market orientation practice as a firm-wide culture, hence the involvement of all functional units. This view of market orientation as permeating the entire organisation is consistent with that of Kohli and Jaworski (1990), albeit different in conceptual composition.

Creation of superior customer value for customers relative to competitors, Aaker (1988) stresses will lead to the attainment of sustainable competitive advantage (SCA). This ordinarily inculcates in employees the organisational culture needed to precipitate and sustain the required behaviours from all employees. It logically follows that the organisation seeking to become market oriented, attain and maintain SCA will continually seek ways of improving its product offerings to meet the present and future needs of the customers better than the competition (Subramanian, Kumar and Strandholm, 2009). This means creating and adding to the benefits of the customers and establishing a long-term relationship with its buyer to maximally exploit the market and ensure continued organisational performance. Value creation and communication, therefore, becomes the tools for competitive advantage and a guarantee for profitable future business operations (Drucker, 1954; Hou, 2008).

In a bid to further explicate the cultural perspective, Narver and Slater (1990) delineate their market orientation model as consisting of three behavioural components including customer orientation, competitor orientation and inter-functional coordination and two decision criteria- long term focus and profitability.

Customer orientation: The customer and his needs satisfaction are the reasons for every firm's corporate existence. Hence, customer information acquisition remains the starting point of any serious and purposeful marketing programme, and indeed market-oriented practice. Narver and Slater (1990) express an essential need for the organisation to have sufficient understanding of the company's target buyers to continuously create superior customer value. This is consistent with the intelligence generation component of Kohli and Jaworski's (1990) conceptualisation of the market orientation. Day and Wensley (1988) propose the need for the seller (organisation) to understand the buyer's entire value chain, not just as it stands presently but also as the needs evolve over time subject to the impacts of the micro and macro factors (Hooley, Saunders and Piercy, 2004). Customer orientation according to Bradley (2006) connotes the matching of customer needs directly with products and service offerings that appeal to them the most relative to the competition.

This involves the identification of potential customers' needs, designing, providing and communicating these value-adding products to the customers (Bradley, 2006). Oxenfeldt and Moore (1978) argue that customer orientation is based on four questionable assumptions; that customers do not know what they actually want, that marketing research is the tool to ascertain what really the potential customers want; that satisfied customers

will continue to patronise the organisation and become loyal and that the competitive offers from the company are major enough to be important to the customers. If the assumptions above hold, it, therefore, follows that the firm will create value in two different ways for the buyers. Firstly, increasing the value and total benefit that may accrue to the buyer and secondly, the reduction in the buyer's total product acquisition cost relative to the other firms' offerings.

Narver and Slater (1990) hence, call for not just the thorough understanding of the immediate target buyer's cost and revenue dynamics, but also that of the buyer's customers, as this impact on the demand. Consequently, a rich knowledge of the exogenous variables which may enhance or impede the firm's abilities to satisfy the customers is essential to an effective and proactive customer orientation leading to a better market orientation practice of the firm. Bradley (2006) however, warns of the dangers of too much customer focus as it could lead to rapid and illusory product innovation and differentiation, shortening of the product life cycles and emphasis on batch production of specialised products and services.

Competitor orientation: To remain competitive and survive the tumultuous current global markets, an organisation must, as a rule, have its eyes on its competitors. According to Aaker (2001) and Narver and Slater (1990), a firm has to understand the short term strengths and weaknesses and long term capabilities and strategies of both the prime current and key potential competitors, as well as responding to the activities of competitors (Balakrishnan, 1996). This is in a way an analysis of the competitors or put differently competitor analysis. Received wisdom states that analysing competitors in the medium term, a firm's focus should be on the companies within the same strategic group as the company; however there might be a danger in this strategy. Hooley, Saunders and Piercy (2004) recommend that the entire industry be scanned as indirect competitors with strong financial strength might be waiting to take full advantage of their strength.

Dawes (2000) notes that there are several reasons why competitor orientation might impact positively or negatively on the performance of the organisation. Firstly, the firm must not only consider how well the product suit customers' needs but also how fine they will perform viz- a- viz that of the competition (Ohmae, 1982). This is based on the assumption that customer will always compare the value derivable from several products in the market.

Secondly, competitors may at certain times be major sources of breakthrough business ideas and help shape the market focus and subsequently the market-oriented drive of the organisation. Thirdly, Porter (1979) suggests that a thorough understanding of the strengths, weaknesses and strategies of the competitors will be of immense benefit to the company in taking business decisions concerning which product markets or parts of the market to enter and the once to abstain from committing resources. Finally, Dickson (1997) asserts that the actions and activities of competitors might adversely affect the firm, hence a commitment to understanding their strengths, weaknesses and strategies will be relevant in enhancing the company's ability to predict the strategic moves of the competitors and therefore reduce their adverse effects on the company's operations. This is consistent with the findings of Sorensen (2008) that in a highly competitive environment, customer focus could be highly valuable. Therefore, the thorough and comprehensive analysis of the competitors' technological capabilities, strengths and weaknesses are essential to the organisation's ability to satisfy its customers relative to competitors and impact positively on total organisational performance.

Inter-functional Coordination: This is the third behavioural component of the Narver and Slater's (1990) conceptualisation of the market orientation construct. The activities of the entire organisation bordering on customer and competitor orientation would not yield any meaningful outcome if not carefully coordinated. It, therefore, follows that inter-functional coordination is the co-ordinated attempt by the organisation to utilise its resources to create higher or superior value for its customers relative to competitors (Narver and Slater, 1990). Value creation in the best interest of the customers is the focus of the firm, and everybody in the system is a potential value creator (Porter, 1985; Lafferty and Hult, 1999). It can, therefore, be inferred that value creation is not the exclusive preserve and function of the marketing department, but that of all staff within the firm combined. This is in line with the submission of Webster (1988), who opines that proper focus on buyer satisfaction is the responsibility of the entire organisation and not merely that of a single department.

The proper and effective coordination of functions of the various departments within the organisation is needed to harness their strengths and become more market focused. Narver and Slater (1990) posit that achieving inter-functional coordination require the alignment of inter-functional incentives and the creation of inter-functional-dependency. Ruekert and Walker (1987) hold the view that if every functional unit is rewarded for contributing

superior value, self-interest will ginger each unit to take full participation in the firm programmes.

Consequently, Aggarwal and Singh (2004) suggest that although it is necessary for all departments to perform their works well, the need for the organisation to properly co-ordinate its departmental activities to conduct core business processes becomes paramount for organisational success. These core business processes include market sensing, new offering realisation, customer acquisition, customer relationship management and fulfilment management. To achieve this goal, Kottler and Keller (2012) recommend the use of the marketing intelligence system in collecting information on the current happenings in the market (macro-factors). Finally, since taking the firm to the next level of performance is desired, the marketing unit must be sensitive to needs of all collaborating functional areas to produce the desired cooperation and firm result.

2.15 The Strategic School

In the discussions on market orientation so far, most authors have defined and related the construct to the entire organisation as a whole. However, Ruekert (1992) has taken the business unit view of the organisation. His approach to the MO discourse is more of a strategic process and opines that:

“The level of market orientation in a business unit is the degree to which the business unit obtains and uses information from customers, develops a strategy which will meet customer needs and implements that strategy by being responsive to customer needs and wants” (Ruekert, 1992, p.228).

The author in this strategic focus approach has adopted the Kohli and Jaworski's (1990) behavioural perspective (intelligence generation and responsiveness), and Narver and Slater's (1990) cultural perspectives (customer orientation). These were directed at the business units instead of the overall organisation or markets as the main unit of analysis, so as to institutionalize the strategic focus approach. Lafferty and Hult (1999) opine that the Ruekert's (1992) strategic perspective just like those of early MO writers, is structured towards customer information generation and the creation of organisational responses to meet customers' needs and wants. This allows firm managers to generate, analyse and interpret market information, which is essential in goals and objectives setting for effective resource allocation within the business units. Oniku (2009) contends that this view of the business unit rather than the firm as a whole limits the generalizability of findings due to its limited scope.

The strategic focus approach integrates the information generation, strategy development, and strategy implementation to achieve market-oriented operations. Consistent with other earlier MO approaches, Ruekert's (1992) typology enables firms to focus on the external environment in information generation and market response. Lafferty and Hult (1999) suggest that the approach just like other models hinges on the market intelligence generation on the external variables that impact on the customers' needs and products choice decision. It, therefore, follows that the starting point of the market orientation practice of the firm is the information gathering to ascertain customers' needs and wants (Kumar, et al., 2011). Sorensen (2008) emphasizes that amongst the external environmental factors to creating market orientation, the customer remains the most critical. This is closely followed by the development of a plan of action, or "customer focused strategy needed to implement the attention to customer needs (Kennedy, Goolsby and Arnould, 2003). This further highlights the relevance of the customer focus and intelligence generation in the life of the firm, especially in terms of the resource allocation in the policy formulation and implementation of the market orientation practice. Makoto (2006) notes that intelligence generation is centred on the customer relative to their needs and wants. Thus, intelligence gathering forms the heart of the processes of developing and implementing MO irrespective of the size, form, nature, business and domiciliation of the organisation (Appiah-Adu, 1998).

Based on his empirical study, Ruekert (1992) recommends the diagnosis, intervention, and evaluation of customers' expressed and latent needs. He argues that focusing on the organisation support systems will improve market orientation because, without changes in organisational systems, temporary change in employee behaviour might be achieved. However, permanent shift in organisational processes is also required for there to be a long-term shift towards market orientation. The most important support systems are in his opinion the human resource systems of recruiting and selection, training, and reward and compensation. This is an offshoot of the strategic planning process, which factors in the customer needs and wants and crafts strategies to meet these (Dobni and Luffman, 2000). Finally, the implementation and execution of this customer-oriented strategy is achieved by the organisations responsiveness to the demands of the markets.

2.16 The Customer Orientation School

Due to the inherent difficulty and confusion surrounding the definition and conceptualisation of the market orientation construct, some marketing academics and

practitioners have dubbed the construct as marketing orientation (Avlonitis and Gounaris, 1999), market orientation (Ellis, 2006) and subsequently as customer orientation (Kennedy, Goolsby and Arnould, 2003). This led to the conceptualisation of the construct by Deshpande, Farley and Webster (1993) as a customer orientation. In their view,

“Customer orientation is the set of beliefs that puts the customer’s interest first, while not excluding those of all other stakeholders such as, managers, and employees, in order to develop a long-term profitable enterprise (Deshpande, Farley and Webster, 1993, p.27).

The authors suggest that market orientation is synonymous with customer orientation as it (MO) focuses on the firm's customer, hence the above conceptualisation. They argue that the competitor orientation is antithetical to customer orientation; therefore, it should not be part of the market orientation construct. It must be added, however, that within the marketing concept, customers’ primacy have long been confirmed. Vieira (2010) observes that in addition to the appraisal of what the customers want, the customer orientation looks at how production and other economic resources could be organised to meet these wants and needs. The components of the customer orientation the author states include the entire organisation, customer needs, organisational success, competitive advantage and right- set-up organisation.

The inter-functional coordination Deshpande, Farley and Webster (1993) reiterate is consistent with the customer orientation and advocate its inclusion in the definition and conceptualization of the MO unlike that of the competitor orientation.

In line with the conceptualisation of Narver and Slater (1990), the authors support the reasoning that customer orientation is part of the overall corporate culture of the organisation. This is clearly the difference between a finance-oriented organization and that which is customer led, as the later organization sees profit as the outcome of adequately meeting the needs of the firm's teaming customers. Thus, this study situates within the market intelligence and cultural-based MO schools of thought which is shaped by the tenets of these two schools of MO thought.

2.2 Orientations in Marketing

The realities of modern day business environments have inevitably led firms into adopting varying business philosophies with varying marketing, business, and organisational performance outcomes. These philosophies represent the firms' orientations towards the market relative to the external factors, which impact on their activities (Avlonitis and Gounaris, 1999; Doyle and Stern, 2006). Changing consumer behaviour, competition and other micro and macro variables account for these market movements in relation to a firm's operations. Given the chosen philosophy and strategic orientations for its business and marketing efforts, a firm could achieve uniquely diverse levels of success in the marketplace (Grinstein, 2008; Kotler and Keller, 2012). The following dissimilar orientations to a large extent explain the dissimilar consequences for organizations that employ them because each comes with a distinct business philosophy and focuses on an aspect of the organization.

Production concept:

This is unmistakably one of if not the oldest form of business orientations, which more notably begun in the second half of the nineteenth century (the 1850s), the days of the "Industrial Revolution". Organisations under this orientation hold the perception that consumers would always prefer products that are readily available and cheap to buy, hence primacy is given to the products as against customers (Dibb, et al., 2012). Firms working on this premise, focused on decisions regarding better production capabilities and processes, quality and the quantities of output, as the key elements are availability and affordability (Kotler and Armstrong, 2006). Firm managers, therefore, aim at achieving high production efficiency, economies of scale, low costs of production, and wider distribution networks. Activities involving market research, competitor intelligence generation and responding to market needs and moods are taken as unnecessary and to say the least unimportant (Avlonitis and Gounaris, 1999). Thus, no effort is made to ascertain the acceptability of the product features before product development and production. Doyle and Stern (2006) opine that in such situations the products become generally over-engineered, too expensive and may not sufficiently appeal to the market. Organisations that employ this orientation and marketing attitude are what the authors describe as introverted companies and remote from market developments (Avlonitis and Gounaris, 1999). It is

worthy of note that this orientation is mostly adopted by organisations in developing countries, whose markets could be best described as “sellers’ market” due to prevalent economic shortages (Kotler and Keller, 2012). This might make economic sense in economies with massive and cheap labour force such as China and India, hence enhancing firms overall marketing performance.

Product concept:

The production concept often fails to meet the needs of firms in increasing marketing performance since products may lack the desired features especially in countries with growing consumer-consequently, precipitated by economic buoyancy. Consequently, the product orientation proposes that consumers will flock to product offerings with the best quality, performance or innovative attributes (Kotler and Keller, 2012). Managers who apply this business concept do institute marketing drive by laying emphasis on generating market intelligence for the main aim of proper production management and decision making regarding product quantity and quality (Avlonitis and Gounaris, 1999). However, consumer satisfaction is not the target of firms under this orientation as no effort is made to align these product objectives to satisfy the specific needs of the market. Thus, firms that adopt a product concept are the ones Kotler and Armstrong (2006) describe as those who work towards gaining a competitive advantage by improving the features of their products to attract consumers. Avlonitis and Gounaris (1999) suggest that these firms might also employ the most modern technology to increase product attraction while failing to specify and satisfy specific customers' current, latent and incipient needs. Kotler and Keller (2012) warn that organisations in love with improving the features of their products might be deluded to think that the improvements in product characteristics are just enough to win the market. It should, however, be noted that no matter how attractive a product may be, it might not necessarily win the markets' votes unless it is reasonably priced, adequately communicated and properly distributed to consumers.

Selling Concept /Sales Orientation:

The selling/sales orientation holds that consumers and businesses, when not bombarded, would not ordinarily buy enough quantities of a firm's products. When production oriented companies churn out products that are not appealing to customers, they result to the use of aggressive selling, promotions, advertising and distribution to push these un-fancied products to the markets (Guenzi, De Luca and Troilo, 2011). Sales people under this circumstances are expected to become market analysts and planners (Wilson, 1993), value

creators (De Vincentis and Rackham, 1998), customer partners (Wotruba, 1991), sales team managers (Weitz and Bradford, 1999). These companies usually view the marketing function as a kind of sales support activity that is the exclusive preserve of the marketing department. Typical of this concept is the neglect of market analysis and refusal to accept marketing as a pervasive organizational culture (Avlonitis and Gounaris, 1999). Relationships are built with customers, and regular contacts are maintained just to enhance the sales-effectiveness and not as a way to understand customers' needs. Though selling tries to achieve higher organisational performance, Levitt (1960) asserts that selling can never be marketing as it (selling) tries to lure the customer to want and purchase the products of the firm which is opposite of marketing. It should be understood that selling is not and will not be complementary to marketing as both are antithetical (Drucker, 1974). Marketing aims at having a thorough knowledge of the customer, his needs and the factors that shape these needs. Drucker (1974) espouses this notion and argues that marketing aims to understand the market to effectively serve their needs. The selling orientation is usually practiced with unsought goods, which are goods that people normally will not buy, for example, the likes of insurance and cemetery plots (Kotler and Keller, 2012). The overcapacity created by firms who try to sell what they make as against making what the market wants could be a tricky and risky endeavour. Doyle and Stern (2006) warn that aggressive selling cannot be relied upon to establish long-term profitable relationships and business success because customers who are tricked into buying the firm's products once may not act likewise all the time. This explains why sales oriented firms claim that personal selling and advertising are the most important marketing activities (Dibb, et al., 2012). Dissatisfied customers might be the companies greatest undoing as they may bad-mouth it and consequently de-market it with the attendant consequences on profit and overall performance.

Marketing concept:

Organisations that are marketing oriented perceive marketing as a culture within the entire company, with the essential aim of satisfying the customer. The marketing concept state that meeting the firm's goals is dependent on the firm's ability to ascertain the current and future needs and wants of the target market, design and deliver products that satisfy these needs better than the competition (Svensson, 2005). To achieve this, firms engage in programmes and activities that are directed at the customer early on in the firm's existence. They include activities channelled towards gathering market intelligence and information

on customers and the competition, so as to enable the firm adapt to market demands and deliver the much-needed satisfaction to its customers (Houston, 1986). Under the marketing concept, sales and profitability can only be achieved by engaging in customer focus and value delivery. Hence, this business philosophy centres on market sensing and response, as against the product centred approach of the selling orientation (Foley and Fahy, 2009).

This framework adopts the relationship approach to marketing, as it believes in developing long-term relationships with customers as opposed to the transactional ideals of the selling concept (Guenzi, 2003; Svensson, 2005 and Kotler and Keller, 2012). The authors conclude that this concept takes the “outside-in approach” different from the “inside-out approach” of the previous orientations. This suggests that relationships with customers aid the firm in understanding their present and latent needs now and in the future, which improves product quality and ensures proper product positioning in the minds of the customers (Ward and Lewandowska, 2008). By so doing the core needs of the market is met and the firm could then build better brand equity.

Having attempted or employed other orientations with limited success, organisations have realised that the way to the much-needed breakthroughs in sales, profitability and customer satisfaction with its other facets is to be market focused, market-driven or market oriented (Shapiro, 1988; Day, 1994). Although the marketing concept sounds fascinating and looks promising in the eyes of organisations, bringing it to fruition remains the major challenge. Consequently, the implementation of the marketing concept became the desire of various organisations (Houston, 1988). Thus, the implementation of the marketing concept within firms is termed market orientation. The MO construct is adopted in theory and is characterised by firm’s intention to deliver superior value to its customers (Dawes, 2000; Chung, 2012; Chang, et al., 2014).

2.3.0 The Development of Market Orientation (MO) and its Origin

Market orientation (MO) consists of all activities geared towards the creation of a sustainable competitive advantage through a market- focused enterprise, in which superior customer values are created (Jaworski and Kohli, 1990; Narver and Slater, 1990; Day, 1994; Cano, Carrillat and Fernando, 2004; Ellis, 2006 ; Hou, 2008;). Kohli and Jaworski (1990) define MO as “the organisation-wide generation of market intelligence pertaining to current and future needs of customers, dissemination of intelligence within an organisation

and responsiveness to it". Hence, the authors adopted the three process approach to the conceptualisation of the MO; intelligence generation (gathering of market information relating to customers, competitors and the business environment), intelligence dissemination (the spreading of the gathered information across all organizational departments) and responsiveness to market intelligence (taking actions in line with the market intelligence gathered to utilise and effect firm success).

Due to the perceived incompleteness in the conceptualization of MO, Narver and Slater (1990) took a different perspective and defined the construct as "the organisational culture that most effectively and efficiently creates the necessary behaviours for the creation of superior value for buyers and thus superior performance for the business." Based on this definition, the authors conceptualised MO to be composed of- customer orientation, competitor orientation, and inter-functional coordination. They also added two decision criteria; long-term focus and profitability, which were later taken out of the questionnaire due to their poor levels of reliability.

The market orientation construct has occupied the centre stage of the marketing literature in the past three decades. Apiah-Adu (1998), Lafferty and Hult (2001) suggest that the MO based on the marketing concept is seen and used for implementing the marketing concept. Market-oriented firms seek to understand the expressed current and latent future needs of the market and develop products to satisfy those needs (Narver and Slater, 1990). Hence, marketing authors assert that the employment of a market-oriented strategy to organisational activities will result in better firm performance (Hooley, Saunder and Pierce, 2008). To become market oriented, firms must transcend the realms of needs satisfaction through the acquisition and understanding of market information. It requires developing dynamic capabilities to fully employ inter-functional coordination to achieve sustainable competitive advantage (SCA) in the market (Kohli and Jaworski, 1990; Ruekert, 1992; Day, 1994).

While most scholarly activities on the marketing concept and market orientation, in particular, have focused on the USA and the developed world, some attention has been offered in other developing countries (Hooley et al., 1990; Ennew et al., 1993; Marinov et al., 1993; Appia-Adu, 1998, Winston and Dadzie, 2002; Osuagwu, 2006; Nwokah, 2008). Marinov et al. (1993) in a study of Bulgaria found the existence of four clusters in the marketing environment, which includes the total implementation of marketing to be just one of the four. Others have found some barriers to the adoption of the marketing concept and MO including the absence of skills, inadequate understanding of the marketing,

manager and employee opinions, beliefs, organisational structures and limited financial resources (Ennew et al., 1993; Harris, 1998; Chelariu, Outtarra and Dadzie, 2002).

In the United Kingdom, Hooley, et al. (1990) and Greenley (1995) highlight the importance of the marketing concept to businesses, while Elliot (1990) and Svensson (2008) proffered an answer to the universal applicability of the concept. They propose that the development and application of the concept could be much more effective in a placid and benign business environment, which characterise the post-second world war markets including Nigeria (Mitchell, 1988; Horng and Chen, 1998). However, Svensson (2008) in a study of the best marketing strategies in distinct business environments using a sample of 217 companies from Australia, Singapore, The Netherlands and China, found support for the hypotheses that varying business situations provide apposite market conditions for a customer, competitor or the societal market-oriented strategy. Interest in the implementation of the marketing concept has shifted from the developed world to the developing countries, Nigeria inclusive. This is not unconnected with the rate of economic growth and availability of opportunities in the Nigerian business environment (Kohli and Jaworski, 1990; Narver and Slater, 1990; Osuagwu, 2006; Nwokah, 2008). Hence, market orientation is synonymous with how to implement the marketing concept (Kohli and Jaworski, 1990; Narver and Slater, 1990; Deshpande, Farley and Webster, 1993).

Lafferty and Hult (2001) observe that many of the market orientation studies have been conducted in various single countries and cultures, including Eastern Europe (Bulgaria, Hungary, Poland and Slovenia) (Cox et al., 1998; Marinova, et al., 1993), within developing countries (Gray et al., 1998), Nigeria (Mitchell, 1984, Osuagwu, 2006; Nwokah, 2008; Oniku, 2009), the UK (Greenley, 1995a; 1995b), India (Gaur, Vasudevan and Gaur, 2011), Australia (Atuahene-Gima, 1997; Caruana et al., 1999; Dawes, 2000), Saudi Arabia (Bhuian, 1997), Scandinavia (Selnes et al. (1996), Taiwan (Hou, 2008), Ivory Coast (Chelariu, Quattarra and Dadzie, 2002) and importantly the USA (Kohli and Jaworski, 1990; Narver and Slater, 1990; Jaworski and Kohli, 1993).

Although the market orientation construct has been greeted by a myriad of empirical research, same cannot be said of Nigeria and with the few studies conducted in the country, findings have been inconsistent and inconclusive. This is due to the adoption of varying MO scales, industry studied, stage of development, contrasting cultures and others. It must be noted that far too few MO investigations have adequately factored in the effects of culture and national boundaries (Deshpande and Farley, 1998b; Deshpande et al., 1993;

Harris, 1996). While it is evident that the culture of a people determines to a reasonable extent their buying behaviours and consequently managerial practice, Kwaku (1997), Horng and Chen (1998), and Caruana, et al. (1999) suggest that regardless of culture, MO directly affects the firm's performance and due to the proper management of customers' expectations. The culture of a people dictates their tastes and preferences and their managerial behaviours. While the above sounds rather counter-intuitive and paradoxical, the arguments in the marketing domain on the efficacy of the MO continue to take a prominent place in the literature (Tsai, Chou and Kuo, 2008).

Similarly, Day and Wensley (1988), Narver and Slater (1990), Day and Negungadi (1994), draw attention to the need to strike a good balance between the two key components of MO, viz, customer orientation and competitor orientation. Orientation on one firm-stakeholder at the expense of another is not advisable (Deshpande, Farley and Webster, 1993; Chakravarthy, 1996). Houston (1986), Kotler (1997), Slater and Narver (1998, 1999), Ellis (2006) agree that:

- (a) The market orientation is not necessarily the best business philosophy for the firm
- (b) Market orientation is not confined to focus on only the present customers and their expressed needs and wants (Day, 1994b; Slater and Narver, 1998; Kaur and Gupta, 2010) and
- (c) A balance must be maintained between market orientation and the creative capabilities, competencies, and objectives of the organization (Houston, 1986; Hamel and Prahalad, 1994, Hou, 2008).

In focusing on customers to the detriment of all other stakeholders of the firm, Gauzente (2002) posits that the optimal level of a firm's market orientation will depend on its nature and age. Which explains why Doyle and Hooley (1992) warn that MO may not be the best form of business philosophy, this implies that tilting towards MO may not yield the immediate business performance results (Kaur and Gupta, 2010). It could be expected that an incubation period might become vital for the organisation to generate the much-needed performance results. Payne (1988) espouses this view and suggests that organisational changes that will institutionalise the MO will require a long-term view of the current and potential customers and competitors and an understanding that developing organisational capabilities might take years of steady work. Management continually needs to highlight the expected culture change, revised work processes, organisational restructuring if need be, new systems, redirected initiatives and other probable causes of action (Day, 1994).

2.3.1 Antecedents of Market Orientation (MO)

The antecedents of market orientation are those organisational forces, which help to increase or reduce the implementation of the marketing concept (Kohli and Jaworski, 1993; Mahmoud, Kastner and Yeboah, 2010). They offer a useful guide to the act of implementing MO providing essential clues on the MO development within firms (Kennedy, Goolsby and Arnould, 2003; Raaij and Stoelhorst, 2008). Some of these antecedents or causes of the MO could also be external to the organisation, which include environmental forces market dynamism and competitive intensity (Pelham and Wilson, 1996) and organizational life cycles (Engelen, Brettel and Heinemann, 2010). These external antecedents are treated in this study as moderators. However, as we are concerned with the company, organizations' internal factors become the overarching variables of interest. This is because the internal or organizational factors that lead to MO are much more visible and widely used in the literature (Kirca, Jayachandran and Bearden, 2005). The humans within the organisation to a great extent dictate the events which could lead to a firm's success or failure (Senior and Fleming, 2006). Thus, Lancaster and Velden (2004) and Senior and Fleming (2006) contend that companies no longer rely on machines for success but the brainpower of man (employees) to achieve organizational objectives. Nonetheless, higher levels of employee buy-in and commitment are essential for solving problems relating to conflicts and reduction in communication gaps.

In a study of organizations and the MO, Kohli and Jaworski (1993) developed a framework of the relations between MO and its antecedents. Thus, consistent with the Fenton (1959) and Webster's (1988) opinions that the top managers' role in creating MO and institutionalising organizational values are critical. To become responsive to customers' needs (expressed and latent), the entire organization need unadulterated and succinct information from top management about the benefits of this action (Levitt, 1969; Kelson, 2012). This presupposes the manager's contributions to firm growth and development would in no small way impact on its business philosophies and behaviours (Kotler, 2006). Top management is required to remind the entire workforce continually on the need to pursue MO. Although accepted as a logical step to achieving and institutionalising MO, the relations between the antecedents were not clear (Mahmoud, Kastner and Yeboah, 2010). Kohli and Jaworski (1993) advanced three hierarchically set-up groups of MO antecedents.

They include; (1) senior management factors, (2) interdepartmental dynamics and (3) organisational systems.

Top Management and Leadership's Emphasis on Customers' Needs:

The crucial role of firm managers in the development and implementation of MO is widely recognized in the literature, as managers must give clear signals on how to serve its customers (Aggarwal and Singh, 2004). MO is better and easily developed when top managers track market changes and communicate effectively to employees in all departments (Shoham, Rose and Kropp, 2005). The more senior management emphasises the need to be more market oriented, the greater the degree of MO within the firm (Kevin, Robert and Harry; 2006). This is based on the premise that top management plays a vital role in shaping the organizational values and orientations (Webster, 1988) and having top management champion technology innovation initiatives is essential for success (Adam, Niels and Wei, 2008). Narver and Slater (1990) and Day (1994) posit that top management emphasis does have a positive effect on the MO level of the organisation. This is consistent with the enunciations of Ruekert (1992), who argues that managers' emphasis will be essential in helping them explore the external environment, collect and interpret market information to meet organisational objectives. However, the problem within firms according to Argyris (1996) is the gap between what firm managers say and what they actually do. Therefore, without the top management emphasising this customer-focused philosophy and the essential need to be and remain market focused, it will be almost impossible to commit the needed resources effectively for the firms' MO pursuit. Interestingly, Bathgate, et al. (2006) in a study with a sample of 273 large and medium sized Chinese enterprises from He Bei Light Industry Directory, observed that 10 percent of the sample (top managers) had no faith in spreading out the market-driven process- MO, whilst 30 per cent considered MO a luxury. This suggests that in developing economies even the top management still fear uncertainties regarding becoming market oriented. This might create other uncertainties about management support for within-firm risk- taking, intrapreneurial activities and importantly attitude to change.

Top management risk aversion:

Business risk is a key element inherent in the life of firms which every management must contend with because it could make or mar the firm. In our everyday business activities, decisions with risk implications might have to be taken to move the firm closer to its expected or targeted level of performance (Lancaster and Velden, 2004). It does follow

that managers must as a matter of necessity engage in taking calculated risks for the growth and development of the firms. Actions must be taken to respond to the intelligence generated and disseminated within organizations. This is mostly in the form of product introductions to meet the observed market needs which are often a risky venture (Aggarwal and Singh, 2004). Consequently, to be innovative and responsive to market changes, top management must and should as a matter of necessity be willing and able to take calculated risks to transform ideas into marketable products and create MO (Kennedy, Goolsby and Arnould, 2003). Because top management risk taking is a strong predictor of the use of pioneering strategy with firms (Garrett, Covin and Slevin, 2009).

Interestingly, the ever-changing needs of customers call for urgent and serious attention. To meet these customers' present and future needs, managers must be able, willing and ready to take risks in the best interest of their organizations (Mahmoud, Kastner and Yeboah, 2010). Unless the senior managers are not averse to risks, an organisation will not commit to becoming market oriented. Ultimately, to be innovative and productive suggests that firms must take decisions regarding new products. This is premised and consistent with market realities and in response to the prevailing market and societal demands (Shoham, Rose and Kropp, 2005). Hence, new product introductions, as well as other progressive behaviours, are essential to meeting the evolving customer needs and expectations especially in times of high competition (Baker, 2000). Nonetheless, it should be noted that this new product development (NPD) decisions must and have to be taken even with the high risks associated with the launch of new products and services. More so, as the failure rates of new products and services have in recent times surpassed that of established products (Baker, 2000).

If managers understand and accept, that occasional product and business failures are natural, and part of the business undertaking, then managers down the organizational ladder will be favourably disposed towards proposing and introducing new products in response to customers' changing tastes and preferences (Raaij and Stoelhorst, 2008). This engenders the spirit of "intrapreneurship" (creativity and business drive within the organization and amongst firm members) which leads to higher levels of employee, unit and firm performance. However, if managers are averse to risk and do not tolerate failures, then other lower staff will be unwilling to be creative or propose new lines of products. Consequently, this exacts negative impact on the firm's levels of intelligence generation, dissemination and responsiveness to market changes. Therefore, to attain MO, top management should be tolerant and delegate decision making to lower echelons, constantly

emphasize the need for market intelligence gathering to track changes, share intelligence across departments and respond to market developments and internal coordination (Lancaster and Velden, 2004). I hypothesize that:

H1A: Top management emphasis on market focus leads to higher levels of MO practice.

Interdepartmental dynamics:

The interdepartmental dynamics forms the second set of factors proposed to impact on the MO drive of the firm. It comprises two components of interdepartmental conflict and connectedness. Interdepartmental connectedness is concerned with formal and informal interactions amongst staff across the various functions and departments of the organisation (Jaworski and Kholi, 1993; Aggarwal and Singh, 2004). This enhances co-operation amongst units, wider dissemination and use of information which boost market orientation (Kirca, Jayachandran and Bearden, 2005). Interdepartmental connectedness where prevalent in a system engenders the responsiveness to the gathered market intelligence and is considered instrumental in the move towards the institutionalisation of MO (Vieira, 2010).

In situations where departments relate to one another on business–constrained basis, most workers may not get to know and understand themselves which could be useful in the intelligence generation, dissemination and responsiveness drive (Shoham, Rose and Kropp, 2005). Informal contacts between managers and lower level employees lead to interdependence, open communication, effective conflict resolution and organisational commitment are essential to the generation and sustenance of commitment (Nijhof, et al., 1998; Mahmoud, Kastner and Yeboah, 2010). However, interdepartmental conflict represents a form of tension within departments of a system often due to divergent goals, incoherent unit focus, and poor communication. Conflict could be detrimental to the MO drive of a firm by reducing speed and ability to communicate and share information, disrupts market intelligence dissemination, negatively impacts inter-functional coordination and leads to communication breakdown (Felton, 1959; Levitt, 1969; Pulendran, Speed and Widing, 2000; Kirca, Jayachandran and Bearden, 2005; McClure, 2010). Heightened by the lack of knowledge regarding the functions of other departments, organizational conflicts could then be disruptive in that it is a form of deviant behaviour which must be taken seriously. Although seen as disruptive conflict could be constructive in some special circumstances. It could engender competitive spirit amongst employees needed to improve the collaborative tendencies to the benefit of the entire organisation

(Mullins, 2008). Cummings and Worley (1997) suggest that conflict within an organisation among departments with little interdependence might enhance firm productivity and competition amongst the different product groups. The avoidance of difficulties in internal communication would prevent failures to remain externally focused or oriented Musch (1995).

Importantly, good internal relations amongst departments obviates the possibility of conflicts and might lead to enhanced inter-group cohesiveness. Consequently, unconstructive and destructive intergroup conflicts should and must be discouraged by managers if firms' objectives are to be achieved. In a survey study of 200 corporate managers McClure (2010) found that conflict mediated the relations between MO and culture, with conflict associating positively with bureaucratic firms and negatively with innovative and supportive organizations. Hence, innovative and supportive with proper interdepartmental connections and are more likely to achieve MO. Thus, I hypothesize that:

H1B: Interdepartmental connectedness and less conflict lead to higher levels of MO

Organizational systems (Structure):

The third and final set of the antecedents of the MO is the organisational systems which are related to the prevailing structure structures immanent in firms. These structures consist of two structural variables, formalisation and centralization and two employee-related constructs, departmentalization and reward system. Where there are no rules of conduct behaviours cannot be controlled towards a set target. Hence, within firms formalisation symbolizes the level at which rules moderate and define employee roles, defines the procedures and authority which regulates the actions of individuals within firms. Jaworski and Kohli (1993) theorized that formalization, departmentalization, and centralization are inversely related to MO because they impede MO's development. They hamper organizations' information utilisation and advancement of adequate responses to market dynamics and thus lower intelligence generation, dissemination, and responsiveness. In a study of 173 manufacturing organizations, Green, et al. (2005) found formalization to be a positive predictor of MO, but Matsuna and Mentzer (2002) assert that formalization is not related to MO. Although, due to the structure of firms with formal goals and formal groups, formalisation is needed for the orderly and cohesive operations to enhance organisational productivity (Mullins, 2008). While creating rules of conduct in formalisation, the

delegation of decision-making authority in the firm is absolutely necessary for the proper running of the affairs. Centralization refers to the organization's deliberate limitation in the delegation of decision-making authority to sub-units. Centralisation impedes the firm's market intelligence, dissemination, and utilisation, thus negates the MO practice (Matsumo, Mentzer and Ozsomer, 2002). In a study of 105 members of Australian companies to evaluate the relationship between structure-related constructs and MO, Pulendran, Speed and Widing (2000) could not find support for the negative relations between centralization and MO.

This suggests that higher levels of formalisation and centralization within an organisation create a lower generation of market information and dissemination (Jaworski and Kohli, 1993; Bathgate, et al., 2006). While Levitt (1969) is of the opinion that centralization and formalisation are both barriers to effective communication and are thus antagonistic to market-oriented efforts. They encumber the application of innovative initiatives and speedy response to the changing market demands which are essential to the MO practice. It then follows that the structure of the firm could to a reasonable extent impact differently on the MO.

To adequately and effectively run the affairs of a firm, the individuals working within it are grouped into various units. These units are termed departments and departmentalisation refers to a number of these departments within which firm's activities are shared for effectiveness and accountability (Green, et al., 2005). The lack of understanding amongst employees on the functions and boundaries of the various departments form the foundation of inter-firm conflict (Mullins, 2008). It should be noted that poor inter-departmental communication and relations could lead to distortions in communications, hence, reduced intelligence dissemination. Mahmoud, Kastner and Yeboah (2010) draw our attention to the observation that departmentalisation is not appreciably and positively correlated to any of the MO components, it remains a key aspect of the discussion and debate. A similar stance is taken by Matsuna and Mentzer (2002) who stated that the proliferation of departments might lead to widening relations gap amongst staff, reduces inter- functional connectedness, which might affect the effectiveness of the entire firm in responding to market changes. They further posit that organisations will become more market oriented by having fewer departments. In a separate study of China Bathgate, et al. (2006) find support for the assertion that departmentalisation is unrelated to either intelligence generation or dissemination or inter-functional coordination of the firm. However, consistent with the conception of Matsuna and Mentzer (2002), MO could be enhanced by a low level of

departmentalization. Therefore, staff might be required to act in some way to engender MO.

Reward systems are used to encourage and motivate staff towards higher productivity. Reward systems in the form of bonus payments, promotions and improved job satisfaction Mullins (2008) proposes, should be in place to encourage employees to act in the best interest of customers. This is due to the essential impact of measurement and reward systems in cultivating desirable and undesirable organizational behaviors (Aggarwal and Singh, 2004). Behaviours could be shaped with the appropriate reward system in place. This suggests that the use of market- oriented behaviours as metrics to evaluate and reward employees could be adopted by market –based reward systems (Kirca, Jayachandran and Bearden, 2005). Employees are spurred on to engage in actions that directly improve market orientation. To develop a market-driven and customer centric approach, firm members should be evaluated and appropriately rewarded. Ruekert (1992) suggests that organisation-wide market-oriented training boosts employee sensitivity to customer current and latent needs, which precipitates actions that are in line with the requirements of MO. Therefore, it is hypothesised that:

H1C: Reward system, less formalisation, departmentalisation, and centralisation lead to higher levels of MO.

2.3.2 Operational Measure of Market Orientation (MO)

The strategic relevance of the MO construct demands apt and consistent measurement. This calls for the operational definition to achieve practical effectiveness and which requires adequate measures and scales for its measurement. To date, with a multiplicity of conceptual definitions comes a multitude of scales developed and employed for its measurement (Raaij and Stoelhorst, 2008). This presents numerous methodological challenges for academics and practitioners alike (Kaur and Gupta, 2010). It equally explicitly identifies the need to develop universally acceptable scales for the measurement of MO to operationalize the construct (Kara, Spillan and DeShields, 2005; Desshpande et al., 1993; Deshpande and Farley, 1998; Wren, 1997).

To date, several operational measures exist. Amongst these are; Kolhi, Jaworski and Kumar (1993)- MARKOR scale, Narver and Slater (1990)- MKTOR scale, Deng and Dart (1994) four- item scale scaleDeshpande and Farley (1998)- MORTN scale, Modi (2012)- MONPO scale and others are some of the numerous scales prescribed for measuring MO. While Corley, Mentzer and Cooper produced a four-component scale for measuring MO in

a consumers' market. It is made up of MKTOR's –three components and consumer orientation bit. Although the MO domain is blessed with such an array of operational measures, the debate on their efficiency and efficacy soars.

However, the Kohli and Jaworski's (1990) scale dubbed “MARKOR” and that of Narver and Slater's (1990) “MKTOR” have been and are still the dominant and widely accepted scales used either in their original form or adapted to the environmental demands of the researcher. This is due to the fact that customer's tastes and preferences differ and do change from place to place and from time to time (Gaur, Vasudevan and Gaur, 2011). Within the MKTOR scale are fifteen (items) which comprise the three components of MO as conceptualised by Narver and Slater (1990) and includes; customer orientation, competitor orientation and inter-functional coordination, long-term focus and profit emphasis. **Table 2** details the components of the original MKTOR scale before it purification and revision.

Table 2 Narver and Slater's (1990) Market Orientation Scale (MKTOR)

Items
Customer Orientation: (1) Customer commitment (2) Create customer value (3) Understand customer needs (4) Customer satisfaction objectives (5) Measure customer satisfaction (6) After sales service
Competitor Orientation: (7) Sales people share competitor information (8) Respond rapidly to competitors' actions (9) Top managers discuss competitors strategies (10) Target opportunities for competitive advantage
Inter-functional Co-ordination: (11) Inter-functional customer calls (12) Information shared among functions (13) Functional integration in strategy (14) All functions contribute to customer value (15) Share resources with other business units
Long- Term Horizon: (A) Quarterly profits are primary objective (B) Require rapid payback (C) Positive margin in long term
Profit Emphasis

- (A) Profit performance measured by market (B) Top management emphasize market performance
(C) All product must be profitable

Adapted from Narver and Slater (1990, p.24)

The original scale included long-term horizon and profit emphasis. Long-term horizon focuses on market orientation as it relates to firms' future profits and how they manage their affairs to survive the harsh business climate and outperform competitors. While, profit emphasis is highlighted in every organization, as they seek to maximise profitability. Profitability was originally conceived as a component of MO, but subsequent analysis suggests it is a consequence of MO instead (Kohli and Jaworski, 1990). The table above summarises the MKTOR scale. Evidence of MKTOR as a measure of MO was established by the use of factor analysis and Cronbach's alpha reliability tests. The statistical validating tests suggest MO as comprising customer orientation, competitor orientation; inter-functional coordination, long-term focus and profit emphasis (Narver and Slater, 1990). However, it was evident that the last two dimensions (long term focus and profit emphasis) were problematic. Their low alpha reliabilities of 0.4080 and 0.0038 respectively necessitated their exclusion from the final scale (Dawes, 2000). Therefore, the level of market orientation practice of a firm is determined by taking the simple average of the scores of the three components (Narver and Slater, 1990).

While the MARKOR scale as conceptualised by Kohli and Jaworski (1990) include three components: (a) intelligence generation (b) intelligence dissemination and (c) responsiveness to market intelligence as the stages of the market orientation model. The responsiveness to market intelligence comprises two different activities; response design and response implementation (Kohli and Jaworski, 1993). The scale adopts a process-driven approach with the view of responding to the market intelligence and information as the core of the MO (Noble, Sinha and Kumar, 2002). Under the MARKOR scale, the level of market orientation of a company could be ascertained by the computation of the un-weighted sum of the three components.

Several academics including Siguaw and Diamantopoulos (1995) have made efforts at various times to compare, integrate and develop new scales for the MO study as the present scales have been criticised from varying standpoints (Raaij and Stoelhorst, 2007). These criticisms have arisen from the methodological scale development point of view.

First, Gabel (1995) faults their process of development for the apparent single informant dimension employed which could be misleading and suggests that only one senior executive in organizations can single-handedly assess the level of MO in the entire organization (Wensley, 1995). This might lead to the risk of common respondent bias because different employees view MO from their functional lenses (Wensley (1995; Slater and Narver, 2000). Second, for the over reliance on the focused organisations (Gabel, 1995, Steinman, et al., 2000). Specifically, Gabel (1995) having assessed the development of the MARKOR scale with the aid of Churchill's (1979) (the most cited author on psychometric scale construction and validation) framework for scale construction, suggests that the procedures are problematic. He further expressed worries over academic versus practitioners' domination and purification of scale items and the adoption of the scale for future research for fear they may obfuscate and misguide researchers and research efforts in the field of marketing. Wrenn (1997) argues that the use of the Likert- type scales found in MARKOR and MKTOR are not fundamentally accurate and recommends the adoption of the Thurstone's scale instead. This thus puts to question on and doubts the reliability and validity of these market orientation scales. It follows, therefore that the measurement abilities of the scales are doubtful and may require a high level of caution when employing them in any MO study (Kaur and Gupta, 2010).

Again, Narver and Slater (1990) and Kohli and Jaworski (1990) conceptualised the MO as uni-dimensional constructs but included varying components. They used a single aggregated measure of MO to ascertain the relationship between MO and performance. This was based on the assumption that the individual components of the construct contribute equally to MO (Narver and Slater, 1990, p. 23). Dawes (2000) however argues that this notion of equal contributions of the components to MO is rather dubious as the extents of these components tend to vary in different firms.

Interestingly, psychometric literature holds that the employment of an aggregated measure is only useful if it is uni-dimensional (Gerbing and Anderson, 1988). Nevertheless, based on available evidence it appears that market orientation construct is a multi-dimensional scale (Dawes, 2000; Ward, Giradi and Lewandowska, 2006). This is founded on the premise that the authors developed separate multi-item scales for each of the three components (Siguaw and Diamantopoulos, 1995). This poses difficulties to academics and managers alike who must at least adopt a scale for market orientation measurement. Bollen and Lennox (1991) stress that in the case of a multi-dimensional construct, each dimension must be measured with several other indicators.

Raaij and Stoelhorst (2007) draw attention to the professional attachment of the various managers to their various departments. This is consistent with Jaworski and Kohli's (1993) hypothesised differences in the perceived MO practice in various management levels within organisations and could include differences in the perceptions of marketing and non-marketing managers.

While the above deficiencies trail both scales, Van Bruggen and Smidts (1995) argue that the scales will not make a good diagnostic tool for practicing organisational managers. This is not surprising as many researchers have faulted the MARKOR and MKTOR scales for several perceived deficiencies as MKTOR AND MARKOR have been structured to ascertain the differences in the level of market orientation in various companies. For instance, using MKTOR and MARKOR to ascertain the MO practice of firms. Hence, in a bid to solve the conundrum, Deshpande and Farley (1998) conducted a synthesis of Narver and Slater (1990) 15-item MKTOR scale, Kohli, Jaworski and Kumar (1993) 20-item MARKOR scale, and the Deshpande, Farley and Webster (1993). The result, however, can be best described as a parsimonious 10-item scale for market orientation measurement and study (Kaur and Gupta, 2010). Amazingly, the 10 item scale, consist of customer orientation elements, which based on MO definitions is just a part of the construct.

Table 3 Deshpande and Farley's Synthesized 10 Item Market Orientation ("MORTN") Scale

(1) Our business objectives are driven primarily by customer satisfaction.
(2) We constantly monitor our level of commitment and orientation to serving customer needs
(3) We freely communicate information about our successful and unsuccessful customer experiences across all business functions
(4) Our strategy for competitive advantage is based on our understanding of customers.' Needs.
(5) We measure customer satisfaction systematically and frequently
(6) We have routine or regular measures of customer service.
(7) We are more customer focused than our competitors.
(8) I believe this business exists primarily to serve customers.
(9) We poll end users at least once a year to assess the quality of our products and services.
(10) Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.

Adapted from Deshpande and Farley, 1998, p. 224

Based on psychometric measures, for a scale to meet the essential requirements of a sound and useful diagnostic tool in a single organisation, it must meet certain criteria, which

MARKOR and MKTOR have failed to achieve (Kaur and Gupta, 2010). First, the scale items must be actionable, the scale as a whole must cover all the necessary aspects and dimensions of the market-oriented behaviour, and thirdly, there has to be a reference point for practising managers to decide if a particular score is good or not (Dvelis, 2012). MARKOR and MKTOR when applied within firms do not proffer much use in setting benchmarks and in prioritising organisational activities (Van Bruggen and Smidts (1995).

Accordingly, Oczkowski and Farrell (1998) after a comparison of the MARKOR and MKTOR scales, concluded that the MKTOR performs better in elucidating the variations in organisational performance, and MKTOR yields better results when compared to MARKOR. This was re-echoed by Mavondo and Farrell (2000) who in an Australian study using Dunn and Bradstreet top 861 public and 1164 private companies, found MKTOR to be understood equivalently across different populations, thus more generalizable.

Apart from the single informant weakness in the data collection, several MO studies have generated data only from the marketing executives (Deshpande, Farley and Webster, 1993; Singh, Verbeke and Rhoads, 1996; Deshpande, Farley and Webster, 1998; Han, Kim and Strivastava, 1998; Caruana, Pitt and Berton, 1999; Kaur and Gupta, 2010; Gaur, Vasudevan and Gaur, 2011). This inadvertently sees market orientation no longer as an organisation-wide activity but rather as an exclusive preserve of the marketing function.

In what follows, the views of the marketing and non-marketing personnel regarding the firm's level of market orientation could lead to some forms of biases. Hence, Kaur and Gupta (2010) posit that the true judges of a firm level of market orientation are the customers and distributors who will always give a fair and impartial assessment of the firm's position on the market orientation ladder.

Van Bruggen and Smidts (1995) express fears and warn of the of the problems that may arise from the implementation of the market orientation using the existing scales, as they do not seem very useful to organisational managers to ascertain the degree to which their firms are market oriented. They note that MARKOR and MKTOR are somewhat too general in the way they are structured and worded and do not cover the whole operations of the firm (Kaur and Gupta, 2010). Gray, et al. (1998) for this reason, call for the development of a parsimonious and a more general construct which will have essential implications on senior executives of firms who do need to ascertain the firms level of market orientation and wishing to take step in improving its performance.

Kaur and Gupta (2010) opine that the Kohli and Jaworski's (1990) measure of market orientation is sound as it covered 47 firms, 62 firm managers in 4 US cities in various functions and industries, cultures and treated almost all aspects of the construct. However, its weakness is in the attempt to identify system constraints which include management efforts to highlight and manage resources, processes that limit the firm's ability to maximise profit or enhance the firm's level of market orientation.

Although the criticisms of the existing MO scales are valid, we must exercise caution in condemning and discarding them all. This is similar to the views expressed by Deshpande and Farley (1998), who in a bid to measure MO studied 82 managers in 27 European and USA companies. The research found that the three most widely employed scales of MARKOR and MKTOR and customer orientation (Deshpande, Farley and Webster, 1998) are reliable, valid and generalise internationally in reliability and predicting organizational performance. However, these studies did not include any African country and particularly Nigeria to ascertain the scales' reliability in our context given our distinctive economic, social and cultural factors.

Based on the identified methodological issues with existing MO scales Deng and Dart (1994), Siguwa and Diamantopoulos (1995) and Ward, Girardi and Lewandowska (2006) recommend that future research should test the composite MO as well as its individual components-organizational performance relations. Therefore, to avoid the numerous problems plaguing the existing scales, flaws in extant studies and improve validity and reliability, this study will:

- (1) Adapt the existing MO scales of Narver and Slater's (1990) MKTOR, Kohli, Jaworski and Kumar's (1993) MARKOR and other existing scales for the study to the Nigerian business environment. This will enhance manager understanding and effective assessment and implementation in our context, Nigeria.
- (2) Engage different functional managers (marketing and non-marketing) to have their perspectives on their firms' MO practice. This will correct the weaknesses immanent in previous studies which were based on single -informants (Kaur and Gupta, 2010).
- (3) Measure MO and MO-organizational performance links using the separate dimensions and the composite MO construct. This will put to test the one-dimensional and multi-dimensional measurement of MO (Dawes, 2000; Ward, Girardi and Lewandoska, 2006). Thus, the relationship between each component of MO, composite MO and organizational performance will be examined. This is also in response to Narver and Slater's seminar calls

for such approach in future research (Narver and Slater, 1990) and might lead to possible advances in the MO research area. Carver (1989) notes that the individual components of a construct could at times have better predictive ability than the composite (broader) construct. This finding will ultimately lead to better processes of implementing the MO construct within organizations.

2.3.3 Implementation of Market Orientation Strategy

The market orientation literature is centred on four main issues of scope or definitional, methodological or measurement, model or nomological and implementation issues. The construct has been studied from several varying perspectives and contexts. For instance, MO and organisational performance (Greenley, 1995; Appiah-Adu, 1998; Dawes, 2000; Gotteland and Boule, 2006;), MO and innovation (Atuahene-Gima, 1996; Han,), meta-analysis (Cano, Carrillat and Jaramillo, 2004; Shoham, Rose and Kropp, 2005; Ellis, 2006; Vieira, 2010), MO in small firms (Martin, Martin and Minnillo, 2009), MO in not-for-profit organisations (Gonzalez, Vijande and Casielles, 2002; Modi and Mishra, 2012), MO measurement (Deng and Dart, 1994, Ward, Girardi and Lewandowska, 2006). While the literature is burgeoning with empirical studies on other aspects of the construct, the implementation domain has received very little attention and is sparsely discussed (Raaij and Stoelhorst, 2008).

To date, amongst the available literature on the implementation conundrum are further obfuscations of what implementation of the construct entails. A review of the extant literature reveals the richness and at the same time fragmentation in the MO implementation discourse (Beverland and Lindgreen, 2007). The big question is "how do we become market oriented? MO researchers have offered a few suggestions. Three strategies of; (a) leader's support for change (b) inter-functional coordination and (c) the use of market intelligence as key in leading to the implementation of MO have been identified by Kennedy, Goolsby and Arnould (2003). Gerbhardt, Carpenter and Sherry (2006) suggest the cultural transformation approach, Raaij and Stoelhorst (2008) recommend seven enablers; structure, process design, ICT systems, reward system, leadership, behavioural norms and values and competence management. While these are noble efforts at instilling clarity, they seem like "commodities or tool-kits" and are yet to answer the question on the "how"- implementation of MO.

How do we attain MO in our various firms? This is a question that continues to puzzle academics and manager alike. This highlights and explains Day's (1994) lamentations on

the paucity of knowledge on the implementation debacle. Based on this, Beverland and Lindgreen (2007) examined the implementation of MO using Lewin's (1951) force field model in an industrial organisation, hence not universally applicable. Which further explains Taghian's (2010) remark that implementation of MO is still under-researched.

The reasons for the dearth of literature and practical recommendations on how to transit into market orientation might be connected to issues bordering on barriers to adopting MO (Harris, 1996; 1998; Harris and Ogbonna, 2001b, Mason and Harris, 2005). This might offer an explanation to Henderson's (2006) call for no more papers on MO. These barriers could be based on systems (Harris and Piercy, 1999) or importantly people within organisations Gainer and Padanyi (2005). Although Ruekert (1992) and Kennedy, Goolsby and Arnould (2003) maintain that an organisation's degree of MO is inextricably linked to organizational structures, systems and processes, recent findings suggest otherwise. Kirca, Bearden and Roth (2011) in a study of how to implement MO in subsidiaries of 79 global companies in 45 countries, find that institutional factors other than company controllables contribute to shaping the MO texture of these organisations. Thus, a need to change perceptions, people, processes and much more.

Consequently, change is needed to move organisations from being non-market oriented to "Market orientation". Amazingly, answers to issues relating to "what to change", "what to change to", "where to start the change", "when to change" and "how to change" remain largely obscured. Kaur and Gupta (2010) offer a three-way solution, which includes; (a) structure, (b) culture and (c) process. While Inoguchi (2011) clamours for the generation of market intelligence using a qualitative approach in small firms. Recently, Chad (2013) in a study of charities prescribes a three-phase process that includes; (a) new managerialism, (b) professionalism and (c) embedded. While extant research has shed light on "what" to change, they remain silent on the more essential "how" to effect the MO change. Thus, their pieces of advice have not yielded clear, practicable and workable procedures.

Since people, systems and processes need to change to attain a "market-oriented status", the field of change management is relied on for clarity on how to implement change. Available literature dwells on changes surrounding organizational practices (Hennestad 1999), organisational cultures (Narver, Slater and Tietje, 1998; Harris and Ogbonna, 1999), individual beliefs (Allen, McQuarrie and Barr 1998), management systems (Becker and Homburg 1999) and may also be a combination of the above (Day 1999a). Wrenn (1997) asserts that managers should be analytical in assessing the areas which might need

improvements through altering the firm's behaviours so as to highlight where the changed practices will generate the most result. The smooth implementation of MO in firms will require a thorough understanding of the above-mentioned measures which will guarantee the availability of the vital pieces of information and will seamlessly lead to the modification of existing firm practices (Lawler and Sillitoe, 2010).

Several theories on implementing change in firms exist. For example, emergent change models (Pettigrew and Whipp, 1991; Mintzberg, 2003), transactional and transformational change theory (Kochan and Dyer, 1993; Hargrove, 2003), Kotter's (1996) model of change, Senge's (1990) system learning concept, Hiatt's (2006) (ADKAR) Five-stage change theory. Descriptions of the theories above are given in table 4 below.

Accordingly, to enable us to generate a planned organisational change capable of leading to MO and meet the practical realities of the world of business, this study draws on Lewin's (1951) three-stage change theory dubbed, "*the force field model of change*." The three stages include; *unfreezing, changing and refreezing*. Lewin's model that has become profoundly influential in the development and institutionalisation of radical and planned change, and moving from being commodity-focused to MO is preferred (Narver, Slater and Tietje, 1998; Analoui, 2007). Two factors inform this choice. First, the practicality of the three-stage model prescribed which is suitable for implementing MO in Nigerian organisations. Second, because it has become the most widely used change management model which managers can relate to much easily (Cameron and Green, 2004).

Table 4 Change Management Theories/Models

Description	Focus	Key Features
Hiatt's ADKAR (2006). A: Awareness, D: Desire, K: Knowledge, A: Ability R: Reinforcement	Building the creation of the awareness for the need for change, supporting every firm member to partake in the change process, impacting staff with the knowledge of how to change, equipping them with the ability to carry on the needed change and reinforcing so as to sustain the achieved change.	More interested in outcomes of the individuals within organisations and distinct from the mere running of training programmes or just communicating a message. Thus, ADKAR helps firms to effectively and efficiently direct change management activities
Senge (1990) "System learning" concept	Every member of the organisation must have five basic characteristics to enable the organisation to create a learning culture needed to	The entire organisation is a system where activities in one part impact on every other part and the firm as a whole. Individuals that make up the firm

	institutionalise change.	must possess the following skills; systems thinking, personal mastery, mental models, build a shared vision and team learning.
Emergent change models: Mintzberg (2003) Pettigrew and Whipp (1991)	Connotes that theories that make up the "emergent change models", are intertwined with the factors affecting the organisation during the entire change process. Environmental scanning is fundamental to organisational success.	The success of organisation in changing will be particularly affected by how well they can respond to changes in both their internal and external organisational environments.
Transactional and transformational change model: Kouzes and Posner (1987) Kochan and Dyer (1993) Hargrove (2003)	Closely related to organisational learning. Transactional change is closely linked to single-loop learning. Where incremental changes are implemented by adopting new policies and practices (Lawler and Sillitoe, 2010). Transformational change uses double-loop and triple-loop learning (Argyris, 1999). Thus, patterns and behaviours and strategy create the needed systemic change.	Emphasis is on higher level learning process to effectively lead to the change process recommended.

Lewin's Three-stage Change Theory for Implementing MO

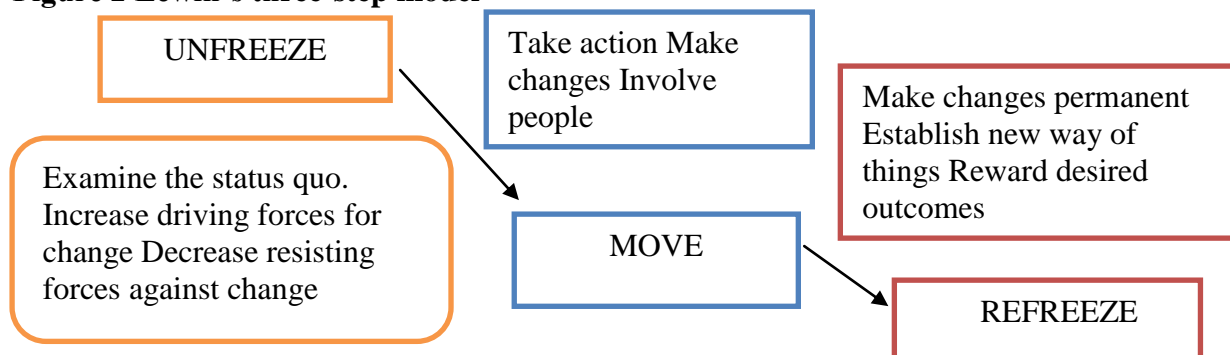
As an effort to change peoples' food habits so as to adapt to needs of conditions of war at the time which was to influence people to eat less desirable but cheaper foods, Kurt Lewin (1947) and his associates conducted series of studies regarding change. After four years of intensive studies applying an action research approach, Lewin concluded that to be successful the change process needed to take a three-stage procedure: (1) unfreezing (2) moving and (3) refreezing. This gave rise to the three-stage change theory christened the "force field model of change".

This change model conceptualises change as a "state of imbalance between driving forces (pressures for change) and restraining forces (pressures against change)" (Wilson, 1992, p.8). To invoke change, organizational managers must change the equilibrium between the driving and restraining forces by producing pressure in favour of change itself (Lewin, 1951; Burnes, 2004). Thus, firm managers are required to *unfreeze* previous firm practices which have been unable to create the desired outcome (Analoui, 2007). Hence, unlearning

or loosening the past practices by the questioning of past organizational assumptions is vital to a learning orientation which will engender MO (Narver and Slater, 1995). Long-held, unchallenged, cultural assumptions regarding the most appropriate way to do things (Schein, 1992) must be uncovered and resurfaced using a change intervention (Beverland and Lindgreen, 2007). This process of unfreezing is bound to generate much debate within the firm and lead forces against the change (Wilson, 1992). Therefore, learning is a key attribute of the change process subsumed in the entire change management required to facilitate MO (Farrel, Oczkowski and Kharabsheh, 2008). Employees at various levels of the firm would have to support the whole process through market-back learning (learning by doing) (Schein, 1992). Harris (2000) advises on the need to seek and gain employees emotional commitment at the early stages of the change process, as possible barriers to change and widespread resistance to new approaches cannot be ruled out.

Notably, barriers to the development and institutionalisation of MO including; fear of change, disbelief in the MO concept, threats to stability and the fear of marketing-driven myopia (which is the belief that a focus on serving customers would result in the organization losing sight of their core values) might be triggered off (Bisp, 1999).

Figure 2 Lewin's three-step model



Stage 1: Unfreezing: This requires the creation of the needed motivation and eagerness to head towards change (Burke, 22011). Hence, Schein (1987) prescribed succinctly three methods or steps of unfreezing including;

(1) Disconfirmation adopted to demonstrate the need for the planned change. This is achieved by showing organizational members that their customer base is fast eroding and the need to take actions that will reverse the unpleasant result. Details of external environmental changes that might threaten the survival of the firms could also be provided.

(2) Induction: The difference between the projected and actual performance of the firm is provided to reveal gaps in performance. This is intended to generating feelings of anxiety and guilt amongst staff, thus indicate the need to accept change.

(3) Creation of psychological safety: where the above two steps are not sufficient to lead to change, Schein (1987) recommends helping organizational members to embrace change by reducing fear of retribution, embarrassment and loss of self-esteem.

Stage 2: Changing: Haven unfrozen the long-held organisational practices and assumptions, managers need to *move* the firm to a completely new set of assumptions and practices, as vacuum is not desirable (Lewin, 1951; Analoui, 2007). This process of "changing" must begin with the changing of members' cognitive system (Schein, 1987). This means helping firm members to see things differently so they can act differently. It does follow logically that the identification of the need to become market oriented is the starting point of the change process (Bisp, 1999; Beverland and Lindgreen, 2007). Which suggests that the adoption of incentive schemes and training in the use of gathering and using market-driven information would be essential to operationalise the needed organisational values (Lafferty and Hult, 2001). This movement might involve the following practices; deliberating role modelling, paying required attention to, reacting to critical incidents and crises, measuring and controlling firm phenomena and creating creative tension (Narver, Slater and Tietje, 1998). The underlying principle of the force field model is that for there to be a change according to Lewin (1951), the forces driving change must outweigh forces restraining/restricting/resisting change.

However, the process of changing will require the identification with a role model or mentor personality within the firm, whom other members would naturally want to emulate, and environmental scanning is necessary to generate new and relevant information (Burke, 2011).

Stage 3: Refreezing: This involves the whole adoption and institutionalisation of assumptions and practices congruent to MO in the firm. Having unlearned (frozen) past assumptions and practices and moving to a new set of organizational assumptions and practices, managers must *freeze* the new cultural assumptions to remain in the new state. Refreezing might require changes in firm structure, and systems, this depends solely on the level of change necessary (Becker and Homburg, 1999). Market-back learning (learning from doing) might be needed to reinforce the values of MO (Narver and Slater, 1995) and

is in congruence with the requirements of cascading leadership to effect the desired market-oriented change (Kennedy, Goolsby and Arnould, 2003). Buy-in from employees at the lower levels of the firm is essential (Bisp, 199), which is vital to imbibing learning orientation to ensure the freezing of the MO new cultural values (Weerawardena and O'Cass, 2004).

Learning orientation is an important resource that significantly influences the quality of MO behaviours. Thus, Baker and Sinkula (1999) note that "firms may have a market orientation, but the quality of their market-oriented behaviours may be weak relative to other firms." It is recommended in such situations, employees engage in generative learning, that is learning how to learn, requiring them to reflect steadily on past business strategies instead of learning via adaptation (trial and error or heuristically) (Bell, Whitwell and Luka, 2002; Beverland and Lindgreen, 2007). Adoption of these learning approaches will enable *freezing* and engender high-quality market-oriented outcomes (Baker and Sinkula, 1999).

Thus, the adoption of Lewin's (1951) three-stage change theory is hoped to enable organisations transit seamlessly into becoming market oriented.

Table 5 Earlier MO Implementation Research Results.

Study	Focus	Results	Implications
Narver, Slater and Tietje (1998)	Proposed firms sit on continuum from commodity focused to market oriented	Firms who are less market orientated would require greater degrees of change, which is likely to be led by top management. Firms closer to market-oriented end likely to go through an evolutionary change that is bottom up.	At what stage of change do firm managers need to move from a top-down approach to a bottom-up one? What strategies should we adopt to achieve this?

Kennedy, Goolsby and Arnould (2003)	The study Compared two schools' noble attempts at implementing market orientation. It then suggested reasons for the success of one and the failure of the other.	Senior leadership support consisting of connectivity to ownership for change; high degree of commitment intensity and emotion; cascading leadership; driving commitment to change. Interfunctional coordination consisting of: complex interlocking customer orientation; internalized shared mission and vision. Market intelligence consisting of extracting causality from robust stakeholder data; tying operational performance to customer requirements	Are certain leadership behaviors more effective during each stage of the change process? What role does leadership have in Culture change? Do leadership style, intensity and commitment need to change throughout the change process? When do shared visions and missions need to be developed? Do these emerge through the change process, or do they drive it? Also, is this process top down or bottom up (or a combination)? Will the content and role of market intelligence be different throughout the change process
Beverland and Lindgreen (2007)	Examined change programs of two New Zealand-based agricultural organisations to uncover the process of change leading to market orientation	Adopted the Lewin's (1951) planned change model to establish market orientation. Using the three-stage components of: unfreezing, moving and refreezing, it was found that leadership, form and use of market intelligence, the form of inter-functional coordination, learning style and challenges will change across the three stages of ; unfreezing, moving and refreezing. Marketers studied formed coalitions with key stakeholders.	Organisations studied underwent revolutionary, would this always be the case for all firms? Would evolutionary changes be better suited to firms who already have some MO traits? Must firms at all times go through the three stages of: "unfreezing, moving and refreezing" to become market oriented?

2.4.1 Market Orientation and Performance

The consequences of MO are varied, but most essential to firms is its impact on organizational performance. Interestingly, the performance bit seems to have attracted more streams of research in the MO domain. Consequently, the past three decades has witnessed a smorgasbord of research from varying researchers, countries and sectors seeking to unearth the possible impact of MO on organisational performance (Tse, et. al., 2003; Haugland, Myrtveit and Nygaard, 2007; Valter, 2010; Chung, 2011; Cheng and Krumwiede, 2012; Gonzalez-Benito, Gonzalez-Benito and Munoz-Gallego, 2014).

Within marketing discourse, MO is widely viewed as the implementation of the marketing concept and deemed to improve organisations' ability to predict customer needs, respond to these expressed and latent needs and seize market opportunities which logically lead to superior performance (Shoham, Rose and Kropp, 2005; Gaur, Vasudevan and Gaur, 2011). Conventional wisdom holds that the adoption of a market-oriented approach provides firms with deeper and better understanding of the needs of its customers, activities of its competitors and dynamics of its operating environment. The theoretical foundation upon which this assumption is founded was stated by McKitterick (1958); Houston (1969) and Shapiro (1988), who emphasize that in competitive and turbulent market conditions, the firm must take into consideration the changing needs of its customers and the actions of its competitors. The consensus appears to suggest that there is a positive correlation between MO and organizational performance (Cano, Carrillat and Jaramilo, 2004).

Although, the MO-performance relations outcomes are well documented, conflicting, inconsistent, contradictory and at best inconclusive research findings trail this domain. As a consequence, across all sectors, countries and amongst researchers, there is no consensus, so discordant tunes prevail. Yet several empirical research studies in various countries (especially non-western and developing countries) on this market orientation-organisational performance hypothesised relationship have yielded a constellation of confusing, complex and mixed results (Voss and Voss, 2000).

A stream of research found strong empirical support for the efficacy of MO in enhancing performance across contexts and industries (Slater and Narver, 1994; Tse, et.al., 2003; Cano, Carrillat and Jaramillo, 2004; Subramanian, Kumar and Strandholm, 2009; Guar, Vasudevana and Gaur, 2011; Hau, Evvangelista and Thuy, 2013) and by creating dynamic capabilities (Yung-Ching and Tsui-Hsu, 2006). However, another stream report that the positive MO-performance link exists only for subjective performance measures (Lonial and Raju, 2001) but this effect does not hold true for objective performance measures

(Bhuian, 1997; Tse, 1998, Dawes, 2000). More so, others found no support for MO (Harris, 2001) and another stream contends the non-direct effect of MO on performance (Perry and Shao, 2002) and argues that the theorised and hypothesised- MO-performance link is mediated and moderated by internal and external environmental factors. From the foregoing, it is apparent that several studies found support for the moderating roles of environmental factors. For instance, market turbulence- Kumar, Subramanian and Yauger (1998), Pulendran, Speed and Widing (2000); competitive intensity- Appiah-Adu (1998), Grewal and Tansujah (2001), technological turbulence- Rose and Shoham (2002), Terawatanavong, Whitwell, Widing and O'cass (2011), perception of traditional competitors- Perry and Shao (2002) and other environmental forces- Augusto and Coelho (2009). Positive mediating effects on the MO-performance links include Han, Srivastava (1998), Zhang and Duan (2010). This group argues that mediators transmit the effect of MO without which there may not be any effect. The level of economic development of the countries studied has equally added to the obfuscation (Ellis, 2006).

A detailed critical review of the extant literature reveals salient issues attributable for this bifurcation and confusion. The discrepancies observed in the research area could be attributed to varying factors. These include, antecedents to MO (Mahmoud, Kastner and Yeboah, 2010); the nature of organisational performance studied (subjective or objective) (Au and Tse, 1995; Gonzalez-Benito and Gonzalez-Benito, 2005); study context (developed or developing economies) (Greenley, 1995; Ellis, 2006); MO operational measures employed (MARKOR or MKTOR scale) (Deng and Dart, 1994); composite or sub-dimensions of MO (Ledwith and O'Dwyer, 2009); nature of industry/sector (Kirca, Jayachandra and Bearden, 2005); psychometric property of MO scale issue (multidimensionality and uni-dimensionality) and debates on MO creation and implementation (Chad, 2014). The table below provides a summary of published studies on the MO topic area, which looks at the various dimensions of performance within all classes of firms and in various parts of the world. Unsurprisingly, an overwhelming majority of studies report positive relations.

Table 6 Effect of Market Orientation on Organizational Performance (USA-Studies)

Empirical study	Setting/ Context	Sample	Performance measures	MO-Performance relations
Narver and Slater (1990)	USA	140 SBU's in one corporation	Subjective assessment of ROA	Positive association
Jaworski and Kohli (1993)	USA	140 SBU's in 1 forest products corporation	Subjective evaluation of ROA, sales growth and new product success, relative to competitors	Positive relationship with subjective performance and no relationship with objective performance
Slater and Narver (1994)	USA	81 SBU's in 1 corporation and 36 in another	Subjective valuation of ROA relative to competitors	Positive association
Pelham and Wilson (1996)	USA	68 US firms	subjective	Positive
Han, et al. (1998)	USA	US banks	Objective	No direct relationship
Siguaw, Simpson and Baker (1998)	USA	179 US suppliers and wholesalers	Subjective	No relationship
Baker and Sinkula (1999)	USA	411 US firms	Subjective	Positive
Pelham (1999)	USA	229 Small US manufacturing firms	subjective	Positive
Cravens and Guilding (2000)	USA	392 strong brands	Subjective	Positive
Slater and Narver, 2000	USA	53 SBU'S of US firms	Subjective	Positive
Matsuno, Mentzer and Ozsomer (2002)	USA	364 US manufacturing firms	Subjective single measures	Positive

Empirical study	Setting/Context	Sample	Performance measures	MO-Performance relations
Perry and Shao (2002)	The USA advert agencies	108	Subjective	No relationship but for moderating effect of competition
Kara, Spillan and DesShields, 2005	USA	153 US Small sized service retailers	Subjective and objective	Positive
Chao and Spillan (2010)	USA	138 SMEs	Subjective	No relationship between intelligence dissemination and performance

Table 7 The Effect of Market Orientation on Organizational Performance (Non-USA Studies)

Empirical study	Setting/Context	Sample	Performance measures	MO-Performance Relations
Deshpande, et al. (1993)	Japan	50 Japanese firms- cross industry (staff plus customers)	Subjective	Positive association
Bhuian (1997)	Saudi Arabia	Saudi banks	Objective-ROA	No relationship
Bhuian (1998)	Saudi Arabia	115 Saudi manufacturing firms	Subjective	Positive
Dwairi, et al. (2007)	Jordan	475 Jordanian bank branches	Subjective bank performance	Positive
Gray, et al. (1998)	New Zealand	490	Objective	Positive
Greenley (1995a,b)	UK	240	Subjective	No overall relationship
Grewal and Tansuhaj, 2001	Thailand	120	Subjective composite measure	Positive and negative for before and after crisis

Empirical study	Setting/ Context	Sample	Performance measures	MO- Performance relations
Harris and Ogbonna, 2001	UK	322 UK firms	Subjective composite measure	Positive
Harris, 2001	UK	241	Objective and subjective	No relationship
Homburg and Pflesser, 2000	Germany	160 German firms	Subjective and objective	Positive
Langerak, 2001, 2003b	The Netherlands	72 Dutch firms	Subjective composite measure	Positive
Gonzalez-Benito, Gonzalez-Benito and Munoz (2014)	Spain	184 firms with more than 20 employees	Subjective	Positive
Appiah-Adu, 1998	Ghana	200 Ghanaian service and manufacturing firms	Subjective measures of sales growth and return on investment (ROI)	NO direct effect on sales growth and ROI
Nwokah, 2008	Nigeria	Food and beverages firms in Nigeria	Objective	Weak positive association
Gaur, Vasudevan and Gaur, 2011	India	315 Manufacturing firms	Subjective	Positive
Subramanian and Gopalakrishna, 2001	India	162 Indian firms	Subjective	Positive
Maydeu-Olivares and Lado, 2003	Insurance companies in European union	122	Objective primary measures	Positive
Caruana et al., 1999	UK	UK service firms	Subjective	No relationship

Empirical study	Setting/ Context	Sample	Performance measures	MO- Performance relations
Tse, 1998	Hong Kong	13 Hong Kong property developers	Objective (Financial performance)	No association
Mavondo(1999), Mavondo and Ferrell(2003)	Zimbabwe	Zimbabwean Food manufacturers	Objective	Positive
Loubster, 2000	South Africa	Companies operating in South Africa	Subjective	MO related to ROE
Appiah-Adu, 1998	Ghana	200 Ghanaian service and manufacturing firms	Subjective measures of sales growth and return on investment (ROI)	NO direct effect on sales growth and ROI
Lee, et al. (2015)	Korea	156 food-service franchise firms	Subjective	Positive
Shoham and Rose (2001)	Israeli firms in four industries		Objective and subjective	Positive except for sales
Ogbonna and Ogwo (2013)	Nigeria	60 managers in 30 insurance companies	Subjective	Positive

Although, there have been myriads of empirical studies on MO- performance link, most of them have centred on the developed parts of the world, and very little is known and can be said of developing countries, Africa and Nigeria in particular (Kara, Spilan and DeShields, 2005; Osuagwu, 2006; Nwokah, 2008). Even in these studies, findings regarding this relationship between the measures have varied significantly, are inconsistent and as a result, the literature shows mixed outcomes of the association (Vieira, 2010).

These contrasting findings may in part be due to differences in environmental and socio-cultural factors facing organisations, the economic structures of the surveyed countries and the nature of industries studied (Ellis, 2006). The industry type studied may also be a key factor in the mixed research findings. Cano, Carrillat and Jaramillo (2004) in a meta-analysis of fifty-three (53) MO studies in twenty-three (23) countries spanning five

continents, report that the relationship between MO and business performance is positive and consistent worldwide. They further argued that MO-performance correlation is higher in service firms and not-for-profit firms compared to profit firms. However, the authors ignore the fact that only two countries represented Africa and interestingly none from Nigeria in the entire study. Secondly, there were 47 versus 15 effects for service firms.

In addition, previous research findings corroborate on the use of self-reported (subjective) measures of performance that is comparable to objective measures (Dess and Robinson, 1984; Dess, 1987; Golden, 1992; Hart and Banbury, 1994). This is due to the difficulties in sourcing objective data from surveyed organizations, the authors argue. Nonetheless, divergent results have been linked to the performance measure investigated.

Equally, differences in findings emanate from complexion and dynamics immanent sectors for both manufacturing and services. While Cano, Carrillat and Jaramilo (2004) found support for stronger MO-performance link in the service sector, Kirca, Jayachandran and Bearden (2005) and Vieira (2010) argue on stronger links in the manufacturing industry. Additionally, the effects of moderating (environmental factors, i.e market and technological turbulence and competitive intensity) (Appiah-Auh, 1998; Tsai, Chou and Kuo, 2008; Zahra, 2008) and mediating variables (resources internal to the firms i.e innovation, learning, total quality management) have been reported (Atauehene-Gima, 1996; Han, Kim and Srivastava, 1998; Hult and Ketchen, 2001; Bowen, Rostami and Steel, 2010; Terzioski, 2010; Liu, 2013). For instance, Han, Kim, Srivastava (1998) argue that there is no direct- positive relationship between MO and performance, as what exists is a relationship mediated by innovation, hence positive but not- significant. This is consistent with earlier studies (Hart and Diamantopoulus, 1993; Greenley, 1995).

More so, the research setting may have a powerful influence on the direction and strength of the MO-performance relations (Chan and Ellis, 1998). America dominated the earlier empirical studies to date, and results tilt toward affirming a positive relation thereby attracting calls of American -bias for MO. Although, similar recent results from other western countries confirm this and put this call to somewhat rest. Nonetheless, definitive conclusions on developing countries and Nigeria, in particular, are lacking, due majorly to the dearth of research on the topic. Contrary to Vieira's (2010) assertions, Ellis (2006) in a meta-analysis and cross-national comparisons of MO-performance link found that the cultural and economic characteristics of the host country significantly affect MO. As the result of the meta-analysis revealed that globally, less than 7 percent of the variation in

firm performance is associated with a market orientation that might be linked to differences in the structure (characteristics) of industries studied.

Kohli and Jaworski (1990); Day (1994a) and Han, Kim and Srivastava (1998) hold the view that market orientation could have varying effects on the service, manufacturing and not for profit organizations, and this has generated remarkable amount of academic and practitioner attention in recent years

Consequently, advancements in the MO-performance research have opened up other aspects of the topic significant to the most comprehensive academic and practitioner understanding and utilisation. Certain internal and external to the organisation, for instance, innovation, organisational learning, entrepreneurial artefacts and components of the market environment have been found to influence the relationship, type of relationship and the nature of the relationship between MO and organisational performance (Zhang and Duan, 2010). Hence, Kumar, Subramanian and Yauger (1998) in a health care industry study of 159 United States of America hospitals using American Hospital Association Guide to HealthCare Field, found that competitive hostility and turbulence within the market positively moderated the MO-performance relationship and that powers of the supplier negatively moderated this relationship. This is consistent with Mahmoud, Kastner and Yeboah (2010) who found a positive relationship between MO and senior manager's factors of the organisation's performance, manager's perception and new product performance (Atuahene-Gima 1996, 1995; Pelham and Wilson, 1996; Slater and Narver, 1994), manager's perception and financial performance (Pelham and Wilson, 1996; Slater and Narver, 1994). It then suggests that the term "organisational performance" could be subject to varied interpretations, which to a significant extent determines the effect of MO.

Interestingly, it suggests that the study of this relationship using objective measures of performance generates a much narrower range of environmental conditions where market orientation and performance are related. Shoham, Rose and Kropp (2005) posit that MO provides firms with the winning philosophy during periods of high competitive intensity.

Atuahene-Gima and Ko (2001) argues that the form of the performance measure used for the study might be essential in establishing the MO-performance link, as subjective and objective measures of performance have distinct features. Divergences have been reported in previous research studies regarding the form of organizational performance measured. Consequently, it is vitally important to examine and clearly explain the distinct features of the subjective and objective performance dimensions.

Subjective Performance Measures:

The subjective measures of performance are the managers' assessment of the performance of the firm or business unit relative to the expectations of competitors (Shoham, Rose and Kropp, 2005). Hence, these managers may take into consideration the competitive and environmental conditions facing the firm when generating subjective measures (Agarwal, Erramilli and Dev, 2003). Managers may rate their firms' profits, sales, and ROI performance compared to their competitors within the same market; they may also be required to state their satisfaction rate for the firm's operating results. For instance, Morgan and Turnell (2003) in a study of UK firms marketing financial services, found a positive MO-performance relationship using the subjective components of performance. Likewise, in a study by Benio and Benito (2005) on published empirical studies related to market orientation -performance links, note that about fifty percent of the total study profiled reported a stronger link for subjective than objective performance measures. This result might not be surprising, as subjectivity relates to the judgemental assessment of the both internal (firm managers) and external respondents (Agarwal, et al., 2003). The subjective approach enhances the measurement of complex elements of performance which ordinarily will be almost impossible to study using a cross-sectional approach (Gonzalez-Benito and Gonzalez-Benito, 2005). Hooley, et al. (1999a, b) observe that subjective measures enhance cross-sectional analysis through sectors and markets, as performance can be quantified relative to objectives and competitors. Judgemental measures, therefore, enable organisations to factor in the lagged effects and their chosen strategies (Dawes, 2000).

Objective Performance Measures:

In contrast to the subjective measures, the objective measures assess impartially a firm's quantifiable performance indicators. Hence, the evaluation of the actual performance results of the organisation on absolute scales which are sourced directly from the firm or other secondary sources and reports. For example, Jaworski and Kohli (1993) found that MO had a positive impact on the subjective measures of performance which is an evaluation of the overall firm performance compared to their competitors. However, when objective measures (for instance, the firms' dollar share of the market) were taken into consideration, the impact disappeared. Thus, Pelham and Wilson (1996) to establish the effect of "time" on the objective performance-MO relations, sought to measure the current levels of MO and current performance along with other control and moderator variables at the same time and also lagged by one year. Interestingly, it was found that MO had a

positive association with current profitability where several other independent variables were lagged by one year, and additionally where prior year's profitability lagged by one year, was employed as a control variable. Similarly, in a study of insurance companies in the European Union, Maydeu-Olivares and Lado (2003) found a positive relationship between objective measures of domestic market share, premium growth, and profitability per year over the last three years, although innovation mediated this relationship. Consequently, it may be argued that there has to be an existence of time lag for the MO to have an impact on objective measures of performance (Dawes, 2000). It is important to note that although, Pelham and Wilson's study contributed hugely to the objective measures conundrum, it was centred on small firms and cannot be generalized to medium and large organizations. Understandably, the objective measures may be unreliable and difficult to access. This poor reliability and difficulty in obtaining organizations data directly might be related to a firm's manager's refusal to divulge official information or lack of interest on the part of managers (Caruana, Ramaseshan and Ewing, 1998).

Each measure is used to highlight a particular issue in MO-performance measurement. For instance, Dawes (2000) in an Australian study of firms in distinct industries used both subjective and objective performance measures, arguing that previous studies have found strong convergence between the two measures.

The relevance of the moderating variables in the relationship has prompted research studies by several writers. For example, Slater and Narver (1994) found limited support for the moderating role of competitive environment on the MO-performance link. This is based on the author's assumption that the moderating role of environmental factors are transient in nature and often changing, while MO is much more cost-effective. Appiah-Adu (1998) suggests that during periods of medium to high competitive intensity, MO would have a positive impact on sales growth and that in conditions of low market dynamism, MO's effect on return on investment (ROI) will be high. Baker and Sinkula (1999) found that a strong learning orientation will be essential for the creation of sustainable competitive advantage (SCA) and superior market-oriented processes. Tsai, Chou and Kuo (2008) note that during low level of technological and competitive intensity, the MO-performance link will be stronger especially for improving new product performance. This is based on the premise that during these environmental conditions, the market will be munificent and will support existing market players. It could then be inferred that these varying moderating variables do have a strong hold on the nature, type and direction of MO-performance link. Subramanian and Gopalakrishna (2001) in an Indian manufacturing sector study, a

relationship between the variables but amazingly that the environment did not in any way moderate the relationship. Based on the foregoing debate, Subramanian, Kumar and Strandholm (2009) opine that in the context of a developing country, no evidence exists of the moderating role of the environment in the MO-performance relations. This is inconsistent with earlier studies in developing countries like Nigeria whose economies are similar to that of India in some respect.

Consequently, the impact of the context within which organisations operate has been argued to have an influence on the MO-performance link. The distinct sectors and industries might have varied characteristics that could influence the link as features of manufacturing, service, not-for-profit, public sector, technology-based firms might be the essential distinguishing effects on the MO study. For instance, in a study that utilized a sample of sixty-two (62) companies listed in the UK biotechnology database and subjective performance measures, Appiah-Adu and Ranchhod (1998) found no significant impact of MO on new product success. Thus, further suggesting that industry peculiarities may have a role in the relations.

Although, there seems to exist a sharp contrast between the subjective and objective dimensions of performance in MO study, the impact of MO on either and both of these performance measures based on extant research have been one-sided and inconclusive. This explains why Jaworski and Kohli (1996) lamented that the heavy reliance on the subjective measures of performance is a key limitation to the MO-performance link to date. Consequently, empirical research studies which have adopted both dimensions in a single study have reported a strong association between subjective and objective measures (Venkatraman and Ramanujam, 1986; Robinson and Pearce, 1988). This view is espoused by Dawes (1997) who in a study of the relationship between the subjective and objective company performance measures in MO research found a strong correlation between both dimensions of performance. Due to the preference of the subjective measures by previous research, the need to test the objective measure alike become necessary. Thus, in concluding this section, the apparent need to test this MO-performance linkage in Nigeria using various dimensions of organizational performance becomes evidently essential so as to aid our understanding, for academic and practical benefits. Hence, the hypotheses below:

Objective Performance Measures Hypotheses:

Hypothesis Two A (H2A): H2A: There is significant and positive relationship between MO, customer orientation, competitor orientation, inter-functional coordination, and profitability.

Hypothesis Two B (H2B): H2B: There is a significant and positive relationship between MO, customer orientation, competitor orientation, inter-functional coordination and overall success.

Hypothesis Two C (H2C): There is a significant and positive relationship between MO, customer orientation, competitor orientation, inter-functional coordination and market share.

Hypothesis Two D (H2D): There is a significant and positive relationship between MO, customer orientation, competitor orientation, inter-functional coordination and growth rate.

Hypothesis two E (H2E): There is a significant and positive relationship between MO, customer orientation, competitor orientation, inter-functional coordination and business size.

Subjective Performance Measures:

Hypothesis 3A (H3A): There is a positive and significant relationship between MO and subjective performance

Hypothesis 3B (H3B): There is a positive and significant relationship between customer orientation and subjective performance.

Hypothesis 3C (H3C): There is a positive and significant relationship between competitor orientation and subjective performance.

Hypothesis 3D (H3D): There is a significant and positive relationship between inter-functional coordination and subjective performance.

Thus, these other variables within and with-out the organization which might in some way impact on the efficacy of the MO in relation to creating the much-needed performance outcome could be the micro and macro factors and might be moderating and mediating in character.

2.4.2 Mediating Variables and Market Orientation

Strategy scholars have long recommended the matching of a firm's strategy with its internal resources and capabilities and the external environment to achieve higher levels of organizational performance (Zou and Cavusgil, 1996). Mediating variables are the intervening variables which are the mechanisms through which a predictor variable (MO for instance) influences an outcome variable (organizational performance for example) (Baron and Kenny, 1986). These are the micro or organisation specific factors that explain how and why a relationship exists between two variables.

Within the MO literature, mediating variables play a significant role in the MO-performance link (Atuahene-Gima, 1996). The mediating variables active in the MO-performance links include; innovation (Han, Kim and Srivastava, 1998; Zhang and Duan, 2010; Kibbeling, Bij and Weele, 2013), total quality management (TQM) (Yam, Tan, Tang, Mok, 2005; Baker and Sinkula, 2007; Wang and Chung, 2013), who used TQM as an integrative model to transform the firm into MO, learning orientation (Mavondo, Chimhanzi and Stewart, 2007; Tajedini, 2009; Yannopoulos, Auh and Menguc, 2012) and organisational culture (Deshpande and Farley, 2004), employee and entrepreneurial orientation (Lancaster and Velden, 2004; Nwokah, 2008). While the macro (market or industry specific) factors; that is; moderating variables acting on the MO-performance connection are market and technological turbulence (Kohli and Jaworski, 1990; Narver and Slater, 1990), competitive intensity (Sorenson, 2009), growth size (Appiah-Adu, 1998) and national culture (Nakata and Sivakumar, 2001). Each variable is treated as it relates to the MO and performance and could exact tremendous effects on the relationship individually and collectively. We begin with the exploration of the impact of the mediating (micro) variables on firm performance-MO relations.

Innovation and Market Orientation

Innovation has been conceptualised in the literature from distinct perspectives as a process, outcome or both. However, innovation could be broadly defined as the adoption of a new idea or behaviour (Smith, 2010; Jimenez- Jimenez and Sans-Valle, 2011); "the generation, acceptance and implementation of new ideas, processes, products or services" (Thomson, 1965, p. 36). It thus follows that for anything to be considered as an innovation, it must be a thing that is to a reasonable extent new to the adopting entity. Innovation could be classified as process and product innovation (Pennings, Barkema and Douma, 1994).

Further classification yields administrative and technical innovations (Deft, 1982) and radical and incremental innovation (Benner and Tushman, 2003).

To be innovative implies an orientation towards innovation values change, and encouraging risk-taking and creativity, making employees feel less threatened when risking efforts into new areas (Zhang and Duan, 2010). Innovation is often beneficial to organisations. From the resource-based view of the firm perspective, innovation could be a valuable resource useful to organisations achievement of competitive advantage because it is inimitable and expensive to copy (Barney, 1991). In munificent and hostile market situations, innovation is rewarded, and if not, at least it generates dynamic capabilities essential to adequately negotiate changes within an organisation's environment (Teece, Pisano and Shuen, 1997), to respond rapidly to market needs and changes (Cohen and Levinthal, 1990) and importantly to develop first-mover advantage (Lieberman and Montgomery, 1998).

Within MO research, innovation has played a key role in explaining the MO-performance relations. MO researchers have investigated innovation as a way of instilling clarity to the discipline. This is in response to Hurley and Hult's (1998) call for the inclusion of innovation in market orientation concept. For instance, in the auto industry (Maatoofi and Tajeddini, 2011), healthcare industry (Lee, Lee, and Schniederjans, 2011).

Innovation is strategic for contributing to business performance, and the MO literature relates it consistently to positive organisational performance outcomes (Han, Kim and Srivastava, 1998). This is due to the apparent reasoning that MO is related to innovation and innovation is related to success (Kustner and Vila, 2011). This MO-innovation links implies that strong MO facilitates a balance between incremental and radical innovation (Baker and Sinkula, 2007). Hence, innovation supports supply chain efficiency (Lee, Lee and Schniederjans, 2011) and facilitates marketing innovation's assist in developing and sustaining competitive advantage based on differentiation and cost leadership strategies (Naidoo, 2010).

The relevance of innovation hinges on the premise that even in situations of high market and technological turbulence and competitive intensity, it remains the main instrument of survival to firms (Han, Kim and Strivasta, 1998). Hence, Grinstein (2008) found that in MO components positively affect innovation consequences and suggests that the relationship between MO and innovation consequences is stronger in highly competitive, hostile business environments but weaker in technologically turbulent times.

Unsurprisingly, the relationship between innovation, MO and organisational performance has drawn interest from multidisciplinary areas of study. Due to the conflicting and inconclusive empirical findings on the MO-performance link, streams of research have called for further probing of the perceived direct impact of MO on firm performance (Kuster and Vila, 2011). Greenley (1995) asserts that the discordant findings relating to the direct impact of MO on corporate performance call for a re-inspection of the dynamics of the relationship. Thus, an examination of the effects mediating variables is timely as innovation plays an essential role in the success of organizations (Deshpande, Farley and Webster, 1993; Han, Kim and Srivastava, 1998; Jaworski and Kolhi, 1993, 1996; Slater and Narver, 1995).

Within organisations, innovation can assume different forms and types which determine the nature and form of outputs generated. This will depend on the rate at which customers and the firms adopt the innovation, described as the diffusion of innovation (Rogers, 1995). Innovation could take product, process and service forms; and the types include radical and incremental innovations (Diamanpour, 1991; Zhang and Duang, 2010). To be successful, a skilful firm must combine both radical and incremental innovation (Benner and Tushman, 2003). Radical innovation represents something very new, a major technological breakthrough; it brings into being a new dominant design (Clark, 1990). They are exploratory innovations; designed to meet the emerging needs of customers and markets, create new markets, extend new distribution channels and offer new product designs (Danneels, 2002; Jansen, Bosch and Voolberda, 2006).

While, incremental innovation is typically built on what is already in existence, which influences the outcome of a firm's operations by meeting the needs of the existing firm customers and markets. Incremental innovation takes the customer-led form, which uses adaptive learning by the organization and suggests that this learning style cannot lead to any breakthrough (radical) innovation (Baker and Sinkula, 2007). However, a highly customer led firm may be blind to the advancement and relevance of radical innovation (Li, Lin and Chu, 2008)

Consequently, several empirical studies on the link between innovation, MO and performance abound. Han, Kim and Srivastava (1998); Conrad (1999); Deshpande and Farley (2004); Zhang and Duan (2010) in separate studies established a positive relationship between MO and innovation (Liao, Chang, Wu and Katrichis, 2011). A recursive relationship between the variables is argued to exist (Gatignon and Xuerebe, 1997). Within the USA and China, innovation is empirically linked to performance

(Capon, et al., 1992; Du and Farley, 2001). Thus, innovation plays the mediating role. This may not be surprising, as Ducker (1954) earlier stated that every business has two and only two functions; which are marketing and innovation. This is consistent with the assertions of Hurley and Hult (1998) that an organization's ability to innovate is what will create the much desired competitive advantage and higher success in the marketplace. In addition to MO, innovation is seen in the marketing domain as a core foundation of marketing strategy, which improves the chances of a firm in winning and keeping customers (Aldas-Manzano, Kuster and Vila, 2005). This explains why Naidoo (2010) hypothesized that MO leads to marketing innovation, which generates competitive advantage needed to attain enhanced performance.

In a study Atuehene-Gima (1995) analysed the possible influence of MO on the profit margins of new products. He concluded that besides having a positive effect on the development of new products, MO improves the profitability of new products. The impact on the new products and profitability Atuehene-Gima (1996) posits are due to MO's link with service innovations.

Narver and Slater (1994b) propose that innovation is one of the "core value-adding capabilities" which could enhance the market orientation- performance link. Based on this assertion, Han, Kim and Srivastava (1998) after a study of the 134 banks posit that, though the MO-innovation- performance chain might be novel, however, its conceptualisation originates from organisation literature. Although, empirical support for the MO-innovation- performance chain may not be in abundance, two varying sets of studies on the chain have been identified; the MO-innovation link and the innovation- performance relationship. For instance, Rosenbusch, Brinckmann and Bausch (2010) in a meta-analysis studied the relationship between innovation and performance in small and medium-sized enterprises (SMEs). The authors found that the innovation-performance does not lead directly to firm success but is context dependent and that factors including the type of innovation, firm size, and cultural context mediate the impact of on the relationship. Deshpande, Farley and Webster (1993) found performance linked to MO and innovation, hence speculate causal links between MO, innovation, and organisational performance.

Consistent with this finding, Kuster and Vila (2011) strongly recommend the inclusion of innovation in the concept of, the study of the MO. Hult and Hurley (1998) share a similar opinion and argue that MO has to do with new and varying plans to respond to the needs of the market and the prevailing market conditions. Therefore, understanding customer needs

with the aim of serving them better would be essential to a firm's attainment of the market-oriented new product development (NPD) (Sundergaard, 2005).

Even with these prior studies, the hypothesised MO-innovation- performance link is argued to be empirically relatively weak (Han, Kim and Srivastava, 1998). This may be attributed to the different forms and types of innovation being adopted by the various firms. Consequently, Li, Lin and Chu (2008) prescribe radical and incremental innovation, which is achieved using R&D- marketing cooperation for the attainment of new product success (Wong and Tong, 2012). In a meta-analysis study, Chang, et al. (2014) using an organisational learning theory found that MO has similar effects on firm performance for both manufacturing and service firms, but that radical and incremental innovation play differential roles across product types on the MO-performance relationship.

Studies reporting a positive link in the innovation –performance link abounds. Zahra, de Belardino and Boxx (1988) and Kuster and Vila (2011) elaborately report the positive link in the innovation-performance connection in diverse industries, sectors, and contexts, ranging from industrial to consumer goods manufacturing firms. In a study of the Spanish textile industry using 154 firms, the authors found internationalization strategy as a moderator of the MO-organizational success link. Same relations are said to exist in service firms (Subramanian and Nilakanta, 1996), and public organisations (Damanpour and Evan, 1984).

However, an empirical investigation on the assumed and hypothesised relations in the MO-innovation-performance connections in the less developed market environment remains essential to give a better understanding of the process which dictates in broader terms of this assumed MO-performance link.

Organisational performance may however, be contingent on the harmonizing effects of the various forms and types of innovation instead of on just one type (Zhang and Duan, 2010). Although MO has been empirically established to lead to firm innovation which leads to higher performance (Vazquez, et al. (2001; Liu, 2013), extant study results have not found support for this assertion across all contexts (Rosebbusch, Brinckmann and Bausch, 2011). The present study looks at a composite innovation without any attempt to distinguish radical from incremental innovation. Hence, pulling together the existing findings on the mediating role of innovation on the MO-performance connection, I propose that:

H8A: Innovation mediates the MO-performance relationship.

Hypothesis 8A: H8A: Innovation mediates the MO-subjective performance relationship.

Hypothesis 8B: H8B: Innovation mediates the customer orientation- subjective performance relationship.

Hypothesis 8C: H8C: Innovation mediates the competitor orientation- subjective performance relationship

Hypothesis 8D: H8D: Innovation mediates the inter-functional coordination subjective performance relationship

Nevertheless, to be innovative, organisations must learn all it needs to remain competitive (Baker and Sinkula, 2007). Hence, organisational learning is part of the orientations necessary for the creation of competencies within the firm.

Learning Orientation

In our modern and globalised world, the success of any firm will realistically be contingent on its ability to acquire capabilities and competencies to improve performance relative to its competitors. The process of achieving this feat and for the benefit of all stakeholders is termed “organisational learning” (Baker and Sinkula, 1999). Organisational learning is a multifaceted construct as it relates to distinct levels of learning and application (Ranchhod, 2004). The concept of organisational learning transcends disciplines including psychology (Nonaka and Takeuchi, 1995), management (Senge, 1990) and sociology, strategic management, organisational theory, and marketing. It is the process that influences behaviours and improves capabilities through development of new knowledge and insights based on the common understanding of all organizational members (Jimenez-Jimenez and Sanz- Valle, 2011). Organisational learning is relatively new to the marketing discipline. It has become part of the marketing lexicon due the need for organisations to learn to learn about their customers, competitors and themselves. It has been applied in MO (Slater and Narver, 1995; Baker and Sinkula, 1999; Lee and Tsai, 2005; Yannopoulos, Auh and Menguc, 2012). This adoption is propelled by sudden realisation that it might be "the next source of competitive advantage" or " the only source of competitive advantage" (Dickson, 1992). Many marketing scholars now consider it as the key to future organisational success (Lukas, 1996).

At this juncture, we draw a distinction between learning organisation, organisational learning and learning orientation. They are related yet distinct. Learning organisation is

one that facilitates the learning of all members and continually transforms itself (Pedler, Boydell and Burgoyne, 1989). While, organisational learning refers to the development of new knowledge or insights that have the potential to influence behaviour (Sinkul, 1994; Easterby-Smith, 1997). On the other hand, learning orientation is a broader concept than both described. Learning orientation is the manifestation of the organisation's tendency to learn and adapt accordingly (Mavondo, Chimanzhi and Stewart, 2007). Thus, employs "adaptation and change", characterised by (a) transfer of learning from individuals to group (b) commitment to learning, (c) openness to outside world, (d) overall commitment to knowledge systems for developing learning and mechanisms for renewing the organisation. Various conceptualizations of learning within organisation exist. Table 7 below details a few definitions ascribed to learning.

Hence, Senge (1994) describes learning firms as continuously creative and innovative, which leads to the logical and interconnected system within which all members contribute readily and keenly towards the organisational goal, which empowers firms to challenge old assumptions and adopt new techniques and methods (Lee and Tsai, 2005). Learning produces new knowledge. Day (1994) and Sinkula (1994) propose that new knowledge that is capable of influencing behaviour is developed through organisational learning. Learning makes possible behaviour changes which could lead to enhanced firm performance, and that in dynamic times with turbulent market environment, learning is required to tilt behaviours towards higher organisational performance (Baker and Sinkula, 2002).

Cognitive learning is prescribed as a way to enhance orientation towards learning. Cognitive learning is usually employed as top down, during crisis where drastic changes within firms are required like, new strategy, vital changes in the market and assumption of a new manager. Which are used to develop structures, and strategies to fit into the firm (Meulenbergh, 2004; Martin, Martin and Minnillo, 2009). In order that the cognitive learning will contribute meaningfully to the organisational learning and hence higher market orientation, organisations must first 'unlearn' the old unproductive processes which may be out of touch with the present realities of the moment.

The move towards learning orientation within firms is closely associated with higher and consistent organizational performance as it leads firms to question continually the long-held assumptions relating to fundamental operating philosophies, examining firms' "mental models " and dominant logic" (Grinstein, 2008). This will enable firms to respond effectively to environmental changes (Liu, Luo and Shi, 2002).

Organisational learning Narver and Slater (1995) assert leads to superior performance by facilitating the behavioural change required. The authors argue that learning should lead to superior outcomes including higher growth, customer retention, and profitability, product success. Due mainly to its ability to concentrate on and meeting the existing and latent needs of the market (Day, 1994; Sinkula, 1994), because it is a basis for acquiring sustainable competitive advantage (Brockmand and Morgan, 2003). Hence, imbibing the learning culture, Sinkula, Baker and Noordewier (1997) posit enhances the firm's chances of attaining competitive advantage, as performance measures address the success of the learning actions (Hamel and Prahad, 1994; Stata, 1992).

Table 8: Definitions of Learning

Authors	Definitions of Learning
Hennig-Thurau and Thurau (2003)	Learning orientation is seen in an employee's continual desire to improve and extend his or her skills and knowledge.
Marsick & Volpe, 1999; Choi and Jacobs (2011)	Learning comprises formal learning, the type considered as planned and often supported by the firm and informal learning which is learning basically by the individual's own effort.
Jacobs & Park (2009).	Workplace learning is defined as the process of improving an employee's on the job learning so as to achieve organizational performance.
LeBrasseur, Whissell, and Ojha (2002)	Organizational learning involves "the revision of the cultural foundation of the organization (its assumption and values) in order to create a new problem-solving approach."

As organizations who are able to learn faster and better stand a better chance of adequately sensing market changes and responding effectively to remain competitive (Tippins and Sohi, 2003). This is consistent with the findings of Sinkula and Baker (1999) that learning orientation is essentially related to business performance.

Consequently, Day (1994) and Narver, Slater and MacLachlan (2004) suggest that for the organisation to be market oriented, it must be able to learn about its market and share such information throughout the firm. Knowledge of the market, competitor and how the customers tastes and preferences evolve over time and the assumptions surrounding all these market information must be properly shared and acted upon (Hult, Hurley and Knight, 2004). This will enable employees within firms to maximally use market information and knowledge created for better firm performance. Hence, to be fast, flexible and be able to respond to new market challenges better than competitors, firms must implement market-driven learning to keep a tab on their customers and market at large (Slater and Narver, 1995; Dickson, 1996).

Some extant studies provide evidence of the positive effect of learning orientation on overall organizational performance. For instance, Baker and Sinkula (1999), Keskin (2006) and Ussahawanitchakit (2008) found that learning orientation has a direct effect on organizational performance. This suggests an indirect effect of MO on firm performance through learning orientation (Keskin, 2006). Essentially, continuous learning facilitates improvements in creativity and innovation which are vital tools for organisational performance. This could be achieved when firms create the conducive learning environment to engender learning and information sharing. Ultimately, Baker and Sinkula (1999) conclude that this learning culture could have a powerful impact on building a firm that will be purposefully market oriented. Although the literature seems to provide consistent empirical findings on the role of learning orientation on the MO-performance links, these cannot be taken as conclusive evidence as measures the variables are different in different contexts. On this premise, I hypothesize that:

Learning orientation mediates MO-subjective performance relationship:

Hypothesis 9A: H9A: Learning orientation mediates the market orientation-Subjective performance relationship

Hypothesis 9B: H9B: Learning orientation mediates the customer orientation-Subjective performance relationship

Hypothesis 9C: H9C: Learning orientation mediates the competitor orientation-Subjective performance relationship.

Hypothesis 9D: H9D: Learning orientation mediates the inter-functional coordination-Subjective performance relationship.

Total Quality Management (TQM) and Market Orientation

Marketing is seen as the way organisations internalise the needs (yearnings and aspirations) of the present and future customers (Gonzalez, 2009). And as such includes individual and organizational activities geared towards the creation, pricing, communication and distribution of need-satisfying goods and services through satisfying exchange relationships (Dibb, et al., 2012). In recent times, academics and practitioners alike have warned on the decreasing role and significance of marketing within organisations, hence the need to link marketing to other organizational capabilities including total quality management (TQM) (Santos- Vijande and Alvarez- Gonzalez, 2009;

Shin, 2012). Strikingly, there is a dearth of literature on the relationship between TQM implementation, the marketing concept and MO in particular (Demirbag, Tatoglu, Tekinkus and Zaim, 2006a). To date, empirical evidence provided remains unclear (Raju and Lonial, 2002). Evidence from recent studies suggests that there may be some essential linkages between the MO and TQM constructs (YamTam and Tang, 2005).

Benson et al. (1991) emphasise that quality is an organisational culture conducive for the generation of quality goods and services. It is reasoned that top management knowledge of what quality is in the eyes and minds of consumers and corporate support for achieving quality are the major dimensions of quality context. Noticeably, empirical research on the joint impact of TQM and MO on the firms' performance and competitiveness is scarce (Sittimalakorn & Hart, 2004). While it has been established that TQM and MO could jointly lead to higher competitiveness of firms by increasing their capabilities, deeper contextual studies are necessary (Gonzalez-Benito- Gonzalez-Benito, 2005). The resource-based view theory of the firm holds that acquisition of distinct capabilities help firms to earn above average returns (Barney, 1991), and TQM could be one of these organisational capabilities.

The definitions of quality and TQM have been a widely contested topic area as several quality gurus have proffered varying definitions. Quality has been defined as:

Table 9 Definition of Quality

Author	Quality Definition
Feigenbaum (1951) and Abbott (1955)	'value'
Levitt (1972)	"Conformance to specifications"
Juran, Gryna and Bingham (1974)	"Fitness to use."
Taguchi (1981)	"Losses a product imparts to the society from the time the product is shipped."
Gronroos (1983) and Parasuraman, et al. (1985)	Meeting and /or exceeding customers' expectations."
Adis (2003)	'meeting customer's expectation."

However, the most widely used definition of quality to date is as given by Reeves and Bednar (1994pp.), they define "Quality is the extent to which a product or service meets and / or exceeds a customer's expectation". Therefore, in our context, quality could be defined as the meeting and exceeding customer expectations which essentially shifts focus to customer satisfaction (Sila and Ebrahimpour, 2003). This coincides with the marketing concept cardinal goal of putting the customer first to achieve customer satisfaction, its overarching aim (Shin, 2011). Consequently, the organization-wide integrated approach to

the continuous improvement of product /service and process quality to meet and possibly exceed customer expectations is termed TQM (Prajogo and McDermott, 2005).

TQM leads to better product and service quality (Liao, Chang, Wu and Katrichis, 2011). This implies that an increase in the quality of a product (goods and services) could only be achieved by looking beyond the internal environment of the firm towards their external environments, but with close coordination of all functional departments of the firm (Demirbag, Tatoglu and Zaim, 2006). To achieve high product quality, firms must move from an internal focus to become externally focused (Yam, Tam and Mok, 2005). Just as the requirements and expectations of consumers evolve over time, so should the firm's quality and continuous improvements. This they suggest will lead to greater customer satisfaction and hence becoming market oriented to enhance performance.

In addition, from the strategic and operational perspectives, firms will have to advance their organisational subjective and objective measures of performance by improving product quality, reduce their overall operating costs, and improve operational efficiency (Sioshansi and Davis, 1989; Tsai and Shih, 2004). This should however be the entire organisational activity and not functional or divisional which leads to To achieve total quality management (TQM) and institutionalisation of a "TQM culture", all functional units and divisions must strive towards one goal and avoid bifurcations. *"TQM culture uses teams, promotes pride in workmanship, drives out fear, allows participative management, promotes leadership in place of supervision and promotes long -term orientation among members of the organization"* (Kumar and Sankaran, 2007, p.177).

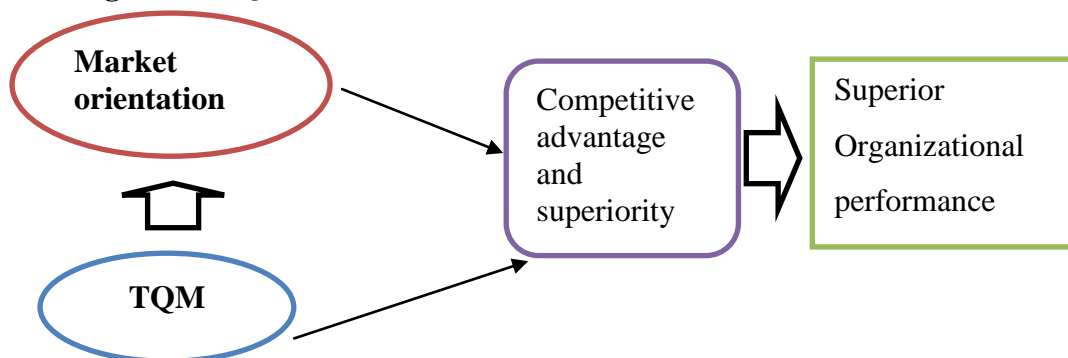
Since quality also means producing goods to specification, meeting customers' needs and expectations, the needs and wants of these teaming customers become the essential input to the TQM (Reed, Lemak and Montgomery, 1996).

Available evidence from extant literature suggests that firms' employment of quality strategy could lead to firm success (Sim and Killough, 1998). It been theorised that MO is statistically associated with quality orientation (Lai, 2003; Mokhtar and Yusoff, 2009); MO is directly and positively affected by TQM (Vijande and Alvarez-Gonzalez, 2009). In a study of the Chinese hotel industry with a sample size of 588 hotels, Wang, Chen and Chen (2012) report that TQM positively affects hotel performance.

Although there seems to be a clear relationship between MO and TQM, there equally exist contrary empirical findings on the effect of TQM on firm performance. For example, In the US, the American Quality Foundation and Ernst &Young (1992) found that "zero competitive gain" was realised by firms who used TQM. In the UK, Soltani, et al., (2005)

found that no tangible results from TQM had been received by UK organizations. While mixed findings regarding the usefulness of TQM have been reported in Australia (Taylor and Wright, 2003). It does suggest that our knowledge of the TQM construct vis-a-vis MO and firm performance is still unclear.

Figure 3 TQM in the Firm



Sittimalakorn and Hart (2004) suggest that both MO and quality orientation offer complementary strengths towards achieving business superiority. TQM involves the integration of functions and processes in an organisation to attain continuous improvement in the product (goods and services) qualities to create value and satisfy customer needs and wants (Ross, 1994; Slater and Narver, 1995; Lai, 2003). It has been well thought-out to be the underlying element and reinvigorating force for the successful application of the marketing concept, which is the foundation of the MO and considered as a veritable means of increasing the powers of marketing within firms (Webster, 1994; Santos-Vijande and Alvarez-Gonzalez, 2009). The conceptual and managerial approach to TQM lies in its promise of superior organisational performance by being externally focused on customer satisfaction and internally focused on operational effectiveness (Day, 1994; Morgan and Piercy, 1992).

Various studies have highlighted the complementary nature of MO and TQM business philosophies (Longbottom, Mayer and Casey, 2000). Tena, et al. (2001) opine that TQM links all activities necessary for the development of distinctive competencies which mediate the relationship between TQM and performance. It does follow that for MO to enhance organisational performance TQM acts as one of the mediating variables needed to vitally lead to this higher level of performance. A similar view is espoused by Gummeson (1991), who posits that in addition to playing a mediating role, the TQM is also needed as an approach for change towards becoming market oriented. He further stated that:

"Through the concepts of internal customer and process management, The most striking and sensational contribution from TQM is that quality has become the integrator between production orientation and marketing orientation, between technology-driven and market-driven behaviour" (Gummesson, 1991, pp. 64).

In this light, TQM is a change management methodology which is based upon the system approach to organisational management (Keen, 1995). This leads to a systematic, organisation-wide process for effecting firm changes towards the development of products (goods and services) quality (Prajogo and Sohal, 2006). Tacitly, TQM is indispensable to organisational market orientation attainment and utilisation. TQM adopts a whole organisational or systems view as its principles and philosophy are targeted at creating and maintaining the constancy of purpose regarding continuous product quality improvement (Baird, Hu and Reeve, 2011).

Adopting the TQM focuses organisations' towards engendering desired change in the areas of structure, system, process and procedure continually and should empower employees to manage the organizational change (Day, 1994). Although TQM possesses the right and rich set of tools to transform firms into becoming market oriented, its major weakness stems from its internally contained form and repetitive process which might not beyond the firm (Prajogo and Sohal, 2004). To attain and impact MO and firm performance adequately, firm leadership must be steadfast and committed to the implementation of TQM practices (Demirbag, Tataglu and Zaim, 2006).

The adoption of market-oriented behaviour produces the change leading to market orientation, but this will apparently rely on the availability of the supportive culture and climate (Yam, Tan and Mok, 2005). Hence, with such a culture and climate, the firm will institutionalise and maintain the work environment needed to focus on customer interest, produce and deliver superior customer value relative to competition (Sarros, et al. 2005). The fundamental principle and philosophy of TQM guide the engendering of the firm's climate that enhances organisation-wide participation in the planning and implementation of the continuous improvement process (Chorn, 1991). This, precipitates the cultural change necessary for greater focus on customer satisfaction (Hoffherr et al., 1994; Steel and Jennings, 1992). On this premise, Baird, Hu and Reeve (2011) argue that the emphasis on continuous improvement within TQM enhances the workability of the organisational change efforts as a process and thus facilitates the growth of capability of change within the firm. By extension, TQM adopts the advancement of customer-focused state of the mind on the part of the firm's employees that leads to the attainment of customer

satisfaction and generates change within the firm (Yam, et al., 2005). However, Samaha (1996) and Hrari (1993) oppose the adoption of TQM principles and practices as they may hinder organisations from being innovation. They argue that customer focus philosophy might trap organisations into captive markets where they will focus on meeting the expressed needs of the current customers, loose focus and view their business only through their current customers' eyes (Prajogo and Sohal, 2006).

Nonetheless, Cadogan, Souchon and Procter (2008) assert that marketing (MO) and TQM practices within firms require closer coordination amongst all units and utilise systematic data collection for the main aim of meeting and surpassing customer expectations. This sort of improvements in product quality through the instrumentality of the TQM precipitates increased value perceptions in the minds of the customers as this might be one real source of differentiation for the firm (Samat, Ramayah and Saad, 2006). Sittimalakorn and Hart (2004) suggest that both quality orientation which includes the TQM and MO would have complimentary roles in creating higher organisational business superiority. This is because competitive superiority will depend on the provision of customer value, through high product/service quality, product innovation, and cost (Akimova, 2000). Thus, Wang, Chen and Chen (2012) found in the hotel industry that MO mediated the effect of TQM on hotel performance. This is consistent with the findings of a research study by Yam, Koh, Tatoglu and Zaim (2006) who in an SME study found that MO had a positive impact on TQM implementation and that TQM mediated the effect of MO on organisational performance.

Finally, a change from the internal focus on market-oriented level of performance could only be achieved through the development of a flawless and effective transformation process necessitated by the TQM principles and philosophy. Thus on these grounds, it could be hypothesized that:

Total quality management (TQM) mediates the MO-performance relationship:

H10A: Total quality management (TQM) mediates the MO-performance relationship.

Hypothesis 10B: H10B: Total quality management (TQM) mediates the customer orientation-subjective performance relationship

Hypothesis 10C: H10C: Total quality management (TQM) mediates the orientation-Subjective performance relationship.

Hypothesis 10D: H10D: Total quality management (TQM) mediates the Inter-functional coordination-Subjective performance relationship.

Organizational culture

Within every organization exists the ways of doing things, a "culture". Culture is a way of life of a people and, that which prevails within a given organization is termed "organizational culture, which is also referred to as "corporate culture" (Gebauer, Edvardsson and Bjurko, 2009). Deshpande and Webster (1989) defined organizational culture as:

"The pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with the norms for behaviour in the organization" (p.4).

Thus, the values, beliefs and practices in a firm connote its cultural inclination. Organizational behaviour theories propose varying organizational culture types and equate the success and failure (performance and effectiveness) of firms to their prevailing cultures (Hassan, et al., 2011). Four cultures have been identified, defined, highlighted and related both to organizational effectiveness and performance (Denison, Haaland and Goelzer, 2006).

This typology is based on the competing values framework (CVF) of four types of organizational culture as recommended originally by Cameron and Ettington (1988) and further validated by Cameron and Quinn (2006). Based on the CVF, two axes exist which yield four contrasting cultures. The first axis mirrors a set of competing values which are associated with people focus, with internal emphasis on cohesion and integration in contrast to the external focus relating to the rivalry, adaptation, and interaction with the firm's environment (Cameron and Quinn (2006). The second axis focuses on flexibility and spontaneity in relation to control and stability (Deshpande, Farley and Webster, 1993).

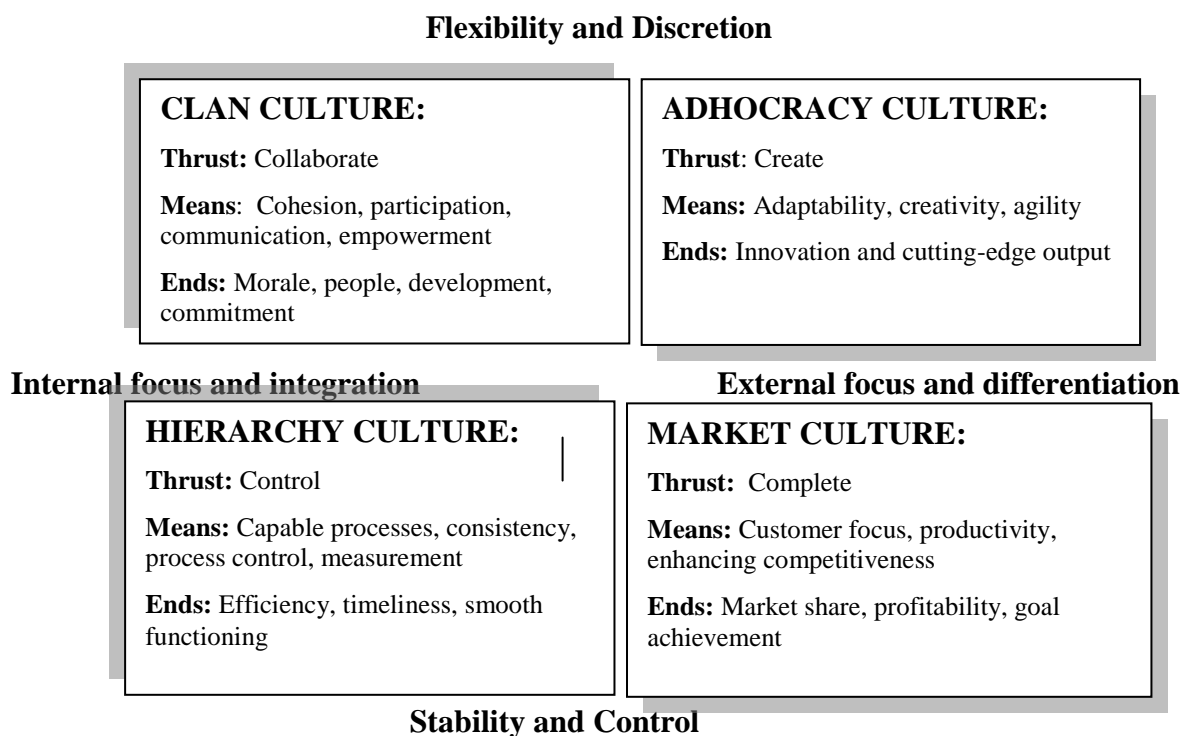
The CVF typology of organizational culture includes clan, adhocracy, hierarchy/bureaucratic and market cultures. Within the clan culture, teamwork, cohesiveness and camaraderie exist, the leader is seen as a mentor which creates a strong form of loyalty amongst members. Hierarchy or bureaucratic culture projects obedience to law and order, with strong adherence to policies and procedures at the top of its features. In the adhocracy culture, entrepreneurship and innovation are encouraged with flexibility and willingness to take risk prevalent in the firm.

Finally, the market culture is externally oriented and focused, with competitiveness, goal orientation and a focus towards market superiority the focal point. Empirical research holds that the prevailing culture within an organization to a large extent determines its

level of performance. For instance, Deshpande, Farley and Webster (1993) in a study of 50 Japanese firms found that organizations who exhibited market and adhocracy cultures performed better than those of clan and hierarchy cultures. In a similar study Hassan, et al. (2001) in a study of the higher education industry (HEI) in Pakistan using a sample of 24 HEI's, found that firms who practised the clan and adhocracy cultures were more effective than those of market and bureaucracy cultures.

This is consistent with organizational theory and extant research which hold that the effectiveness of an organization is contingent on its organizational culture type and that certain cultures are congruent with effectiveness than others (Ogbonna and Harris, 2000). These organizational cultures are akin to the market-oriented culture.

Figure 4 Typology of Organizational Culture and the Competing Values Framework



Adapted from Competing Values Leadership: Creating values in organisations, Kim S. Cameron, Robert E. Quinn, Jeff DeGraff and Anjan V. Thakor (2006). Edward Elgar Publishing Ltd:

It appears, therefore, that to be effective and achieve high performance; there is the need for organizations to cultivate the market-oriented culture (Hooley, et al., 1999). This is in congruence with the view that marketing is a reflection of corporate culture which

addresses the degree to which customers' values and beliefs are entrenched in the firms' marketing efforts (Webster, 1995), as market-oriented culture comprises customer, competitor and interdepartmental collaboration(Narver and Slater, 1990). Hence, the marketing strategy of a firm is affected immensely by the firm's culture (Bigne, Vila-Lopez, and Kuster-Boluda, 2000) and the outcome of a firm's strategy could be attributed to its culture (Osarenkhoe, 2008). Yoon and Lee (2005) found that market-oriented culture does not only affect firm performance directly but also, indirectly affects the marketing strategy making process, as the transformational processes to change for success is deep rooted in the firm's culture (Gebhardt, Carpenter and Sherry, 2006). Consequently, organizational cultures (for instance, adhocracy) that do not exhibit dysfunctional conflicts will be more successful than others with conflicts (McClure (2010). Based on the above, it is hypothesized that:

2.4.3 The Role of Moderating Variables (Macro Environmental Factors) in the Market Orientation- Performance Relationship.

The marketing literature suggests the overwhelming influence of environmental variables termed moderating (macro) factors on the MO-performance link. They include; market and technological turbulence, competitive intensity and market growth. These in a variety of ways impact on the nature, form and strength of the relations between the constructs (Slater and Narver, 1994; Raju, Lonial and Crum, 2011).

Table 10: Moderating Factors in MO study

Moderating Factors	Meaning /Definition
Market turbulence	This is the changing degree of consumers' needs, tastes, and preferences.
Competitive intensity	This is the degree of rivalry which exists amongst the various firms playing in any industry.
Technological Turbulence	This refers to the rate of technological change in products and services in a sector.
Market growth	This refers to the rate of actual consumer demand within a specific market.

Scholars in the organisational management domain have modelled and long established the role of the environment as a key contingency factor (Dess and Beard, 1984; McArthur and Nystron, 1991; Tan and Litschert, 1994; Kim, 2003). The authors take the stance that the

external environment sets numerous constraints on the strategic actions of the firms and the advantages derivable from such actions. Although, several studies have examined the moderating role of these moderators and their moderating effects, findings have remained mixed and mostly inconclusive (Jaworski and Kohli, 1993; Slater and Narver, 1994; Olavarrieta and Friedmann, 2008; Raju, Lonial and Crum, 2011).

While it is expected that if a firm is able to adapt to consumers' changing tastes and preferences, use new and modern technological breakthroughs effectively, scan to detect and respond to competitive threats, speedily and discover ways to remain profitable even in a slow market condition, then it will logically be successful in the long run (Gotteland and Boule, 2006; Ward and Lewandowska, 2008; Sorensen, 2009). Higher levels of market dynamics and complexity inform that firms will ordinarily become more responsive to these changes (Gaur, Vasudevan and Gaur, 2011). Raju, Lonial and Crum (2011) are of the view that during periods of adverse market conditions, firms that are able to maintain high market orientation should generally achieve higher levels of success. This view lends support to Bamford, Dean and McDougall's (1999) proposition that the external environment does pose much more challenges to smaller firms relative to their large counterparts in times of market instability, as they lack the necessary resources to compete with larger firms. Therefore, the need to become market oriented rises during such conditions as a market-oriented firm is theorised to have a richer understanding of the external environment and consequently, proactively responds better to market changes (changes in customer tastes and preferences and competitor actions) (Subramanian and Gopalakrishna (2001). Accordingly, there are four components of the external environment; market and technological turbulence, competitive intensity and market growth (Jaworski and Kohli, 1993; Slater and Narver, 1994; Raju, Lonial and Crum, 2011). Although, Jaworski and Kohli (1992) found no evidence that the four environmental variables do necessarily affect the strength of the MO-performance relationship. This study was weakened by the use of all subjective measures of performance (market share, return on equity and "overall performance") (Narver and Slater, 1994). Spurred by on by these findings, Gaur, Vasudevan and Gaur (2011) conducted a study on the Indian manufacturing sector and argue that environmental factors relate to market and technological turbulence, and competitive intensity do affect the ability of a firm to manage its operations and production processes effectively. Changes in customer tastes and preferences, rapid changes in competitors' product offerings, and technologies demand

an absolute reaction from the firm that only produces the required results when there is a thorough understanding of these changes.

Therefore, a high level of market and technological turbulence, competitive intensity and low market growth should enhance a high MO-performance relationship, as firms high in market orientation will be better rewarded by the market (Raju, Lonial and Crum, 2011). Larger firms are visibly much more endowed regarding the available resources to respond to market changes. However, small and medium firms do have other advantages over the large counterparts. This stems from their closer contact with customers, innovativeness, nimbleness and flexibility engrained in these firms due to their manageable sizes and entrepreneurial drives. In explicating further, these four dimensions of the environment moderating the MO-performance link are treated.

Market (Dynamics/) Turbulence:

As people who make up a particular market grow in terms of age, social-economic and other psychographic variables, so also do their lifestyles culminating in changing/shifting tastes and preferences. Market turbulence hence delineates the changing nature of customers' tastes and preferences within any specific market (Kim, 2003). Berger, et al., (2002) refer market turbulence as a period of where there exist changes in the composition of customers and their preferences and is a part of the entire environmental turbulence, which creates levels of instability in the external environment. This is consistent with Miller's (1987, p. 62) "heterogeneity" which is similar to market turbulence, which he defines as any changes in a production process and changes in the firm's marketing strategies needed to cater to the demands of the customers. It shows the level of volatility within the external environment and thus coerces a firm to alter its strategies to meet the changing customer needs (Golden, et al., 1985). Hence, in highly turbulent market situations, organisations' products and production processes experience a greater rate and level of obsolescence which ordinarily forces the firm to change the products and production processes with its attendant cost consequences (Harris, 2001). Slater and Narver (1994) suggest that market turbulence connotes changing firm strategies due to customers changing needs.

The launching of new product lines by these firms is in some way determined by the innovative initiatives of the competition and in part due to the higher demands of the customers. A deep knowledge and comprehension of the entire market including activities of competitors, customers changing tastes and preferences as well as the changing

consumer buying behaviour become essential during periods of high market turbulence Gaur, Vasudevan and Gaur (2011). In a turbulent market environment, firms face sharp increase in uncertainties not only on the part of customers and competitors but from the government in the form of policies which may be counter-productive to the performance and importantly survival of organizations (Ward and Lewandowska, 2008). Davis et al. (1991), Kumar, et al. (2011) emphasise that the knowledge and application of market orientation enhance the ability of the firm to adapt proactively and respond to the evolving needs of the customers and the vicious challenges from competitors in turbulent markets. By contrast Appiah-Adu (1998) states that during stable market conditions where customers' tastes and preferences do not change rapidly, organisations do not need to be market-oriented to be successful.

Several research efforts to examine the moderating effects of market turbulence on the MO-performance link have been inconclusive and inconsistent depending on the context (Grewal and Tansuhaj, 2001). While Jaworski and Kohli (1993) found that market turbulence has a positive effect on the MO-performance relationship, because enhanced market responsiveness become more essential to a firm facing evolving mix of customers and hyper- aggressive competitors (Kirca, Jayachandran and Bearden, 2005). However, Slater and Narver (1994) surprisingly and consistent with Jaworski and Kohli's (1992) finding provides very little support for the proposition that environmental factors have any effect on the strength and nature relationship between MO and performance. This is further echoed by Gaur, Vasudevan and Gaur (2011) who found no support for the moderating role of market turbulence in an Indian study.

While the impact of this environmental factor on the MO-performance link can best be described as ambiguous, Fiegenbaum and Karnani (1991) advance that the flexibility of output by firms does to a reasonable extent form a competitive advantage to smaller firms especially in sectors where customer demands fluctuate rapidly. Thus, this flexibility accords the smaller firms the power to monitor the market effectively more closely and hence will improve the MO-performance relationship. This is inconsistent with the findings of Kirca, Jayachandran and Bearden (2005) who in a meta-analysis found that the strength of MO-performance link is moderated by and enhanced in turbulent markets.

The move within the Nigerian economy towards market liberalisation in 1990's has thrown open the entire nation's market for higher levels of competition. Companies from different parts of the world have swung on the country providing consumers with varied choices and

qualities of products. This has led to the Nigerian consumers become selective in their search for product value additions, hence changing product tastes and preferences rapidly. This is in line with the case in other developing countries with similar economic structures and characteristics like India (Subramanian and Gopalakrishna, 2001). This entry of foreign firms into the country has created a highly turbulent market situation in some sectors of the economy. Therefore, firms must as matter of survival, be abreast of current market developments especially regarding changing demands, tastes, and preferences, which means monitoring and responding to market trends (Raaij and Stoelhorst, 2008). This requires the firm to be attuned to the current and future needs of customers concerning product quality, and other necessary product attributes (Singh and Gaur, 2009). It follows, therefore that an organisation that is highly market-oriented will better understand the market, continuously changing its strategies and effectively position itself for expected and unexpected changes within it. Consequently, I hypothesize that:

H4A: Market turbulence moderates the MO-subjective performance relationship.

H4B: Market turbulence moderates the customer orientation-subjective performance

H4C: Market turbulence moderates the competitor orientation-subjective performance

H4D: Market turbulence moderates the inter-functional coordination-subjective performance

Competitive Intensity:

Any market situation with high levels of sales, profitability and expanding patronage to the existing firms is bound to attract other potentially competitive firms. The arrival of new competitors in an industry and market creates high levels of competition termed; competitive intensity (Kaur and Gupta, 2010). Competitive intensity thus refers to the extent of the rivalry amongst different organisations within an industry or market (Gaur, Vasudevan and Gaur, 2011). This explains Porter's (1980) assertion that competitive intensity is an important determinant of firm profitability in any given market or industry. As competition increases so is the need for the firm to be market oriented (Houston, 1986). The literature is replete with mixed studies on the effect of competition on the MO-performance linkage (Slater and Narver, 1994; Han, Kim and Strivastava; 1998; Perry and Shao, 2002). Empirical research on the MO domain places a higher emphasis on competitive intensity as the most influential regarding the relevance of MO in every industry (Kirca, Jayachandran and Bearden, 2005). Chen and Miller (1994) posit that the

level of competitive intensity in a market will determine the firm's choice of strategic actions and responses. It must be noted however that a firm should not respond to all strategic moves of the competitors, as some might not be hazardous to its well-being. This view is espoused by Chen and Miller (1994) as they emphasise that the likelihood of response will surely depend on how visible the competitive actions are and the rivals' ability to assess and evaluate the competitive action.

The extent of market orientation in a firm and the relationship between MO and performance has been postulated to be contingent on the degree of competitive intensity (Kohli and Jaworski, 1990; Narver and Slater, 1990). Subramanian and Gopalakrishna (2001) are of the opinion that the extent of market orientation in a firm determines if the firm will be capable of processing the magnitude of information available to it and act or not.

Consequently, in a British/UK study, Diamantopoulos and Hart (1993) replicating the work of Kohli and Jaworski (1990) found that competitive hostility moderates the relationship between the adoption of market orientation and organisational performance. The authors found that the MO-performance link is stronger in highly competitive markets.

Similarly, Gaur, Vasudevan and Gaur (2011) in a study of small and medium-sized manufacturing firms in India found that competitive environment moderates the relationships between some of the sub-dimensions of the MO and organisational performance. During periods of low competitive intensity, firms might perform effectively even when they are not highly market oriented (Gatigon and Robertson, 1991). This is based on the premise that during periods of low competitive intensity, customers may not have many alternative products, hence might just stick with whatever the existing firms offer. However, in times of high competition, several options will be available to customers who then have the tendency to reject any product which does not meet their quality and taste expectations (Ellis, 2006). This further creates the need for firms to not only be high in their degree of competitor orientation, but also a good level of customer orientation will be essential for the adequate understanding of the expressed and latent needs of the customers, and a high level of inter-functional coordination to adequately respond to the challenges of the burgeoning market (Raaij and Stoelhorst, 2008).

Although, the studies of Jaworski and Kohli (1993), Slater and Narver (1994) and Kirca, Jayachandran and Bearden (2005) do not show any significant support for the effect of competitive intensity on the MO- performance relations, Kim (2003) found support for the

effect of MO on qualitative measures of performance during periods of intense competition. This resembles the findings of Noble, Sinha and Kumar (2002) who in a found competitor orientation to be positively related to superior organizational in the highly competitive US retail industry. This is equally in congruence with the report of Wang, Chen and Chen (2012), who found a strong and positive moderating effect of competitive intensity on the relations between TQM, MO and performance in the Chinese hotel sector. Thus, it is expected that in a market high in competitive intensity, firms will need to become more market oriented, emphasising more competitor orientation so as to be able to survive the jabs thrown at it by the market, industry rivalry and hostilities (Sorenson, 2008). Thus, the degree of competition could be a market specific factor that could determine a firm's level of market orientation development and the MO-performance links. Hence, I hypothesise that:

H5: Competitive intensity moderates the MO-performance relations:

H5A: Competitive intensity moderates the relationship between MO and subjective performance.

H5B: Competitive intensity moderates the relationship between customer orientation and subjective performance.

H5C: Competitive intensity moderates the relationship between competitor orientation and subjective performance.

H5D: Competitive intensity moderates the relationship between inter-functional coordination and subjective performance.

Technological Turbulence:

The rate of technological change in an industry describes technological turbulence. Technology has in the past, and present dispensations remained a major competitive weapon for most organisations. Lengnick-Hall (1992) shares a similar view as he contends that technological turbulence stems from the fact that technology has appeared to be the main source of competitive advantage in recent times. This underpins Kumar, et.al's. (2011) assertion that in industries and markets which are high in technological turbulence, the distinguishing qualities of products and services are mainly contingent on the innovations within and outside the market and industry. Firms who are actively involved in seeking to learn about the evolving customers' tastes and preferences and competitor actions, and integrate this market knowledge in their entire organisational processes will surpass the performance of those competitors who do not in any way bother about these

technological changes (Weerawardena and O'Class, 2004). It should be noted that effectively integrating these technological breakthroughs into the organisational processes could prove to be an onerous responsibility, as this will demand the collaboration of several units including technical, marketing, finance and human resources. Steele (1989) suggests that the challenges associated with managing technology are made much more difficult by numerous factors namely, high failure rate during product market launch, the cost of technological development, complications and pace of the technology and customers' acceptance of products.

Becoming more market-oriented it is expected will enable firms to better deal with the challenges posed by technological turbulence since they have studied and understood the market (Kim, 2003). However, such learning and market knowledge in this highly technologically turbulent time do not necessarily lead to an initially long-term organisational performance (Dwairi, Bhuian and Jurkus, 2007; Kumar, et al., 2011). The authors argue that technological turbulence is more disadvantageous for firms who are early adopters of market orientation as other firms will be receptive to trends in technology better than the market-oriented ones. Although, this is the case before the late market entrants become market oriented (Narver and Slater, 1994). For instance, Harris (2001) and Kirca, Jayachandran and Bearden (2005) could not find a sufficient empirical support for the moderating role of technological turbulence on the MO-performance relationship. Hence, as more firms become market oriented, technological turbulence poses equal disadvantages to both early and late adopters of market orientation. It has been suggested that although market-oriented firms perform badly in technologically turbulent times relative to less volatile periods, these bad performances diminish over time. This stems from the assumption that being more market-oriented enables firms to swim through these difficult times. For instance, Gaur, Vasudevan and Gaur (2011) propose that any failure in the market launch of products using new technologies could be minimised by the firms' integration of the newly learnt technology with the expectations of the customers. This type of integration will, however, require not only a deep knowledge of the expectations of customers but also a higher and better level of inter-functional coordination of the various units of the firm (Baker and Sinkula, 2007).

By contrast, in periods of low technological turbulence, organisations could maintain operations by keeping their products stable even if they tend not to be highly market oriented and still achieve high performance in terms of sales and profitability. It could then be expected that technological turbulence would enhance the role of market orientation in

helping firms increase their overall organisational performance. Hence, it is hypothesized that:

H6A: Technological turbulence moderates the MO-subjective performance relations i.e., the greater the technological turbulence, the weaker the relations between market orientation and performance.

H6B: Technological turbulence moderates the customer orientation-subjective performance relations i.e., the greater the technological turbulence, the weaker the relations between market orientation and performance.

H6C: Technological turbulence moderates the competitor orientation- subjective performance relations i.e., the greater the technological turbulence, the weaker the relations between market orientation and performance.

H6D: Technological turbulence moderates the inter-functional coordination- subjective performance relations i.e., the greater the technological turbulence, the weaker the relations between market orientation and performance.

Market Growth:

The persistent increase in demand for products and services in a market or industry at a particular point in time is referred to as market growth. In most developing countries such as Nigeria, demand for goods and services could behave differently depending on the type of product involved (Okafor, 1998). This appears to be the case since most parts of the market are seen as "seller's market", meaning the existence of scarcity in the economy. In such a situation, buyers might not be availed with a wide variety of product options. Thus, this market is characterised by high demand and market growth (market size), hence, a firm with minimal market-oriented efforts might still perform in terms of sales and profitability (Appiah-Adu, 1998; Ellis, 2006). By contrast, there exists markets and industries characterised by weak and low demands which imply the higher availability of other competing products. In these markets, customers might emphasise maximising product values at cheaper prices. Thus the onus will be on the firms to monitor and respond to market changing needs/ dynamics (customer changing tastes, and preferences) so as to become and remain competitive (Okoroafo and Kotabe, 1993).

This presents an enormous challenge to the firms, as in a field interview Kohli and Jaworski (1990) noted that the irony emanates from the reality that customers demand better and higher quality goods and services increases at a time when the firms are facing limited resources to meet these needs. This means marketing requires more and better

resources apparently at this time of weak market growth due mainly to the existence of other competing firms and products.

This increase in customers' value demands implies a higher cost of operations for firms who strive to achieve greater levels of performance by meeting and possibly exceeding customer satisfaction and customer expectations. In a study, Davis, Morris and Allen (1991) found that in markets characterised by increased growth rates, firms are more inclined to implement marketing activities and assume more innovative behaviours. It should be noted that since market orientation is both beliefs and set practices, the research study of Davis, Morris and Allen (1991) connotes some level of association between the growing and evolving environments and the development of a market-oriented culture. It then suggests that the type of market growth prevailing in any market and industry does determine the decision and actions of firms regarding market orientation (Avlonitis and Gounaris, 1999). Kim (2003) equally found support for the moderating role of market growth rate in the MO-performance link. Based on the above, it is hypothesized that:

H7A: Market growth significantly moderates the MO-subjective performance relations i.e., the greater the market growth, the weaker the relations between market orientation and performance.

H7B: Market growth significantly moderates the customer orientation-subjective performance relations i.e., the greater the market growth, the weaker the relations between market orientation and performance.

H7C: Market growth significantly moderates the competitor orientation-subjective performance relations i.e., the greater the market growth, the weaker the relations between market orientation and performance.

H7D: Market growth significantly moderates the inter-functional coordination-subjective performance relations i.e., the greater the market growth, the weaker the relations between market orientation and performance.

National culture

National culture is the culture that prevails in a geographic setting and amongst a group of people. In the field of social sciences, national culture could be viewed as the patterns of thinking, feeling and acting which are deep rooted in the common values and conventions of society (Cushman and King, 1985; Hofstede, 2001). The national culture could affect the MO-performance relations through the instrumentality of the mediating and moderating variables (Nakata and Sivakumar, 2001; Grinsten, 2008).

Discrepancies in research findings on the MO body of knowledge abound. Although Cano, Carrillat and Jaramillo, (2004) submit that MO-performance link is positive and consistent across contexts, these contexts have varied cultures which could impact on the relations, hence conflicting findings. Some of these conflicting research results are due to differences in national culture of the contexts studied (Brettel, et al., 2008). Harris and Piercy (1999) note that a study in one country could neglect the impact of cultural differences on the effects of antecedents of MO. This offers an explanation as to why Kirca, Jayachandran and Bearden (2005) in their meta-analysis of MO concluded that: "The extant literature needs a better understanding of how the impact of antecedents of MO varies across different business and cultural contexts" (p. 38).

Drawing on earlier studies, Steenkamp (2005) posits that whenever cross-national generalizability cannot be assumed, researchers must and should analyze country-specific characteristics, such as "national culture." This was further echoed by Sin, et.al's. (2005) assertion that due to the internationalization of firms and market, the need to better understand the applicability of management approaches and strategies in different countries and cultures become necessary. Hence, lending support to the effects of national culture on business activities discourse, as national culture is a key determinant of a host of organizational and managerial behaviours (Alder and Batholomew, 1982). Decision-making in the international marketing contexts could be predicted by national culture (Clark, 1990). The significant influences of national culture on various aspects of the organization and marketing have also been highlighted. These include innovation (Steenkamp, et al., 1999), new product development approaches (Li and Atuahene-Gime, 1999), marketing activities (Tse, et al., 1988), market entry decisions (Kogut and Singh, 1989), and channel design (Johnson, Sokano and Onzo, 1990). In line with theoretical assumptions and consistent with MO literature is that the more firms gather, share firm-wide and use the generated market intelligence, the more market oriented they become (Deshpande and Farley, 1998; Narver and Slater, 1998).

Thus, in the study of national culture in marketing, varied theoretical frameworks have been conceptualized, proposed and recommended. However, amongst marketing scholars, the Hofstede's (2001) cultural dimension is the most commonly deployed conceptualization. This involves five dimensions, including individualism, power distance, uncertainty avoidance, masculinity and long-term orientation and each of these dimensions is expected to have a close association with the antecedents of MO, MO-organization links and the moderating and mediating variables (Brettel, et al., 2008; Grinstein, 2008).

Empirical evidence suggests that information processing could consist of distinct activities and take varying forms, all working to strengthen a firm's competencies (Dadzie, Yoon and Riodarn, 1997). However, the different culture values could have contradictory effects on the firm's intelligence generation, sharing, and utilization.

Individualism is the degree to which people in a given system (society) prefer to act as individuals instead of being in a group and build social relationships, which motivates people to develop and try products (Steenkamp, 1999) and new managerial approaches (Nakata and Sivakumar, 2001). It follows that firms must be careful in activating and enacting the marketing concept as various dimensions of culture could have varying implication on MO implementation. For example, a firm operating within the individualism dimension might be adept at intelligence generation but highly deficient in intelligence dissemination and use which have been impeded by the cultural trait; individualism (Nakata and Sivakumar, 2001).

Masculinity refers to the degree to which a given society is distinctive in assertiveness versus nurturance. Societies high in masculinity tend to place much value on performance, achievement challenge and money (Hofstede, 1980). This propels people to seek material values, wealth, success and ambition (Steenkamp, et al., 1999); uncertainty avoidance, the level of discomfort with future unknowns. People in high uncertainty avoidance culture tend to resist change, averse to risk and avoid trying out new products and procedures (Grinstein, 2008).

Power distance is the degree to which social inequalities including wealth, status, power and talents are acceptable in the society and spurs people on to buy and use products and act in certain ways, just to construct social identity and achieve social status. In a meta-analysis of the effects of MO and its components on innovation, Grinstein (2008) found that individualism and power distance have a strong influence on the MO-innovation links, thus the need for firms to only implement MO in congruence with local cultural sensitivities. This might be due to the reasoning that people in high power distance cultures tend to emulate the consumption and managerial behaviours of their superiors (Dwyer, Mesak and Hsu, 2005). As the links between centralization and intelligence generation in a high power distant culture (Brettel, et al., 2008).

Long term orientation focuses on the future and adaptation of current traditions to evolving circumstances, which leads people to become better adaptable to and believe that valued events in their lives will happen in the future (Van Everdigen and Waarts, 2003).

Finally, the study of national culture as a moderating variable in the MO research is essentially important as it would throw up cultural values that could impact on the construct as national culture permeates the entire organization through organizational culture (Tayeb, 2001). Thus, useful insights into the roles of national culture and cultural values key to the implementation MO would be revealed (Kennedy, Goolsby and Arnould, 2003; Kirca, Cavusgil and Hult, 2009). This draws on Grinstein's (2008) calls for this study in developing countries like Nigeria, as management approaches that work in the western world cannot be necessarily transferred to other developing countries, Thai and Indonesian and as well as the Nigerian contexts without adaptation. Importantly, Brettel, et al. (2008) state that it is worthy of note that managers working across different cultures with different market-oriented behaviours, do not operate as mechanistic causal relationships but instead are contingent on the cultural predetermination of organizational employees. This affirms the need for national culture consideration in MO research to mitigate conflicting research findings which are erroneously based on the assumption of cultural universality.

Elaborate Modelling of the Effects of Moderation and Mediation Effects:

The global business landscape in recent times has become more complex and challenging. Lately, business operations have proved to be often simultaneously affected by multiple environmental factors internal and external to the organization. For instance, Voola, et al. (2012) found that technological opportunism moderates the relationship between MO and e-business adoption (EBA) (TO) and that the e-business adoption partially mediates the effect of MO and technological opportunism on firm performance. Instances abound where the effect of a mediating variable on the MO-performance relation is affected by an external environmental factor. These are referred to as "*moderation of a mediating effects*" and "*mediation of moderated effect*". Hence, the need for test the dual or elaborate effects of the joint impact of mediators and moderators in a single model. This is another visible and largely neglected aspect of the MO study. However, their effects are substantially relevant to our modern management and organizational practice. This approach has been used in management (Flatten, Greve and Brettel, 2011; Fortier, et al., 2011), psychology (Bucy and Tao, 2007) and hospitality research (Ro, 2012). However, the mediation of moderation effect has not been studied to date in MO domain. This sort of study is essential to clarify the mechanisms through which any moderation effect is transmitted. Thus, the aim is to look beyond the simple, direct and indirect effect relationships, but rather seek higher knowledge of the possible combination of the mediating and moderating

variables in a single MO model. This adds to our understanding of the MO phenomenon. To this extent, the following elaborate models' hypotheses generated from review of relevant literature thus far and from interactions with academics and industry, practitioners are detailed. Consequently, it is hypothesized that there would be "moderated mediation" and "mediated moderation" effects in the MO body of knowledge relating to the various constructs in this study.

Mediated Moderation (MEMOD) Model(s):

Hypothesis 11A: H11A: Innovation mediates the moderation effect of technological turbulence on the inter-functional coordination-subjective performance relations.

Hypothesis 11B: H11B: Learning orientation (LO) mediates the moderation effect of technological turbulence on the inter-functional coordination-subjective performance relations.

Hypothesis 11C: H11C: Total quality management (TQM) mediates the moderation effect of technological turbulence on the inter-functional coordination-subjective performance relations.

Moderated Mediation (MOMED) Models:

Hypothesis 12A: The mediating effect of innovation on the MO-subjective performance relation is moderated by technological turbulence.

Hypothesis 12B: The mediating effect of innovation on MO-subjective performance is moderated by competitive intensity.

Hypothesis 12C: The mediating effect of innovation on the MO- subjective performance relationship is moderated by market turbulence.

Hypothesis 12D: The mediating effect of innovation on the MO- subjective performance relationship is moderated by market growth.

Hypothesis 13A: The mediating effect of LO on the MO- subjective performance relationship is moderated by market turbulence.

Hypothesis 13B: The mediating effect of LO on MO-subjective performance is moderated by competitive intensity.

Hypothesis 13C: The mediating effect of LO on MO-subjective performance is moderated by technological turbulence.

Hypothesis 13D: The mediating effect of LO on MO-subjective performance is moderated by market growth.

Hypothesis 14A: The mediating effect of TQM on MO-subjective performance is moderated by market turbulence.

Hypothesis 14B: The mediating effect of TQM on MO-subjective performance is moderated by Competitive intensity.

Hypothesis 14C: The mediating effect of TQM on MO-subjective performance is moderated by technological turbulence.

Hypothesis 14D: The mediating effect of TQM on MO-subjective performance is moderated by market growth.

Summary

In this chapter, the various business orientations were examined, the reasons and importance for firms to adopt MO discussed. The development and origin of the construct were explored as a good background to the emerging facets of the study (Houston, 1986; Sahpiro, 1988; Kohli and Jaworski, 1990; Narver and Slater, 1990). The antecedents and consequences of MO were analysed by a critical review of the literature (dated and extant) intended to unravel several perspectives. The effects of the moderating and mediating variables were studied which reveals under what condition, how and when each of these variables individually and jointly affects the MO-performance relationship (Kirca, Jayachandran and Bearden, 2005; Wang, Chen and Chen, 2012). It as well unearths the nature and strength of this relationship to ensure a thorough understanding by organizational managers for effective and high-performance outcomes. Based on the distinct empirical research findings on the ramifications of the construct studied in other varying contexts, various hypotheses were stated. These stated hypotheses provide the relationships we would test and validate to adequately generate a clear view and comprehension of the MO construct in our context Nigeria (Blumberg, Coopers and Schindler, 2008).

Consequently, models of the construct as prescribed by the various schools of thought were analysed with a view to taking a stand regarding the conceptualization and implementation necessary for the study's perspective (Reukert, 1992). This is informed by the diverse and plethora of existing conceptualizations of the construct in the past twenty-five years. The review of relevant literature throws to the fore several pertinent issues, some logical, while others remain highly contentious, contestable and debatable, which gives rise to equivocal conclusions on the topic (Kaur and Gupta, 2010).

In the next chapter, I will put forward a conceptual framework that guides this study. This is a by-product of the critically reviewed literature which gives a strong and focused direction to the present study. A pictorial representation of the framework given, as well as the interconnections of the varying variables which in tandem give a detailed yet succinct description of how the study has emerged and how the remaining part of the research is carried out.

Chapter Three

3.0

Conceptual Framework

Introduction

The past two and half decades has witnessed an unprecedented scholarly publications on MO and its relationships with some variables in several parts of the world. Western economies (Appiah-Adu and Ranchhod, 1998; Maydeu-Olivares and Lado, 2003; Cano, Carrilat and Jaramillo, 2004; Naidoo, 2010; Jimez-Jimez and Sanz-Valle, 2011), emerging economies (Aggarwal and Singh, 2004; Wong and Tong, 2012) and few in less developed countries (LDC's), Nigeria inclusive (Osuagwu, 2006; Oniku, 2009). The dearth of MO research in LDC's has created a vacuum as well as confusion in the minds of academics and practitioners alike on the contextual understanding, potency, and application of the theory in these economies. Thus, the need for further study and explication of the MO construct.

A critical review of relevant literature in the realms of MO has led to the emergence of essential and interesting concepts and themes pertinent to broadening our understanding of the topic needed to provide knowledge within Nigeria as a representative of the world's developing economies. The need to provide a model, set boundaries for my research, and establish links and relationships between concepts identified and explain the adopted theory in the research underpins the employment of a conceptual framework (CF) (Hair, et al., 2011). Thus, in the conduct of this study, the need to detail a framework which depicts the various concepts and their relationships become necessary (Burns and Grove, 1997). The CF is an essential part of my study and relevant to the final findings, conclusions, and recommendations of the research.

Therefore, a conceptual framework is the conceptual model employed by a researcher to guide the research study (Dale, 2005). The CF could also be seen as themes which emerge from the literature review and have been conceptually mapped and used to provide a set boundary and sets the tune for the scientific investigation of the research problem for this study (Miles and Hubberman, 1994). The CF as set out in this section is a product of several sources. First, from my personal experience. Second, adapted from previous MO studies including Harris (2001), Tse, et al. (2003), Kirca, Jayachandran and Bearden (2005), Kevin, Robert and Harry (2006), Gotteland and Boule (2006), Beverland and

Lindgreen (2007), Augusto and Coelho (2009), Chung (2011), Kumar, et al. (2011), Wang, Chen and Chen (2012), Voola, et al. (2012), Gonzalez-Benito, Gonzalez-Benito and Munoz-Gallego (2014), Lee, et al. (2015). Third, these studies and approach to developing the CF are with regards to the interconnections and linkages of the identified concepts and variables which importantly provide a justification for setting the entire research objectives, research questions and study hypotheses (Silverman, 2010). This is consistent with the recommendations of scholars including Bassett and Bassett (2003) who opined that the theoretical (conceptual) framework should follow the statement of the problem logically and reviewed literature.

This study, therefore, attempts to address the weaknesses of the prior research and analyse the relationships between MO, organizational performance, the influences of mediating and moderating variables together in a single model (Kirca, Bearden and Roth, 2010; Wong, and Tong, 2012). This provides a foundation for the journey towards the discovery of MO body of knowledge and an attempt at why the prior research have yielded a constellation of conflicting findings. Based on the review of relevant literature detailed in the preceding sections above (chapters 1 and 2) and the various hypotheses developed, a conceptual framework is developed to provide the boundaries for the present study. This framework adapts the sets of various management and social disciplines, which are vital to the establishment of causal relations between the variables under study.

To begin, a description and definition of the MO, its components, antecedents, consequences (organizational performance), moderating and mediating variables of the MO-performance link are given. Thus, my conceptual framework is developed to guide this study.

3.1 Market Orientation:

The market orientation (MO) construct has been conceptualized distinctly from several perspectives (Raaij and Stoelhorst, 2008), (Shoham, Rose and Kropp, 2005). However, that as given by Kohli and Jaworski (1990) and Narver and Slater (1990) are more widely used in research. For instance, Kohli and Jaworski (1990) conceptualized the construct as an organizational behavior consisting of:-

- (a) Intelligence generation (b) intelligence
- (b)] dissemination and (c) responsiveness to intelligence generated by the organization. Further define it thus:

"Market orientation is the organization wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization wide responsiveness to it " (Kohli and Jaworski (1990) ,pg. 6).

While Narver and Slater (1990) define MO as- *"Market orientation is the organization culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and, thus, continuous superior performance for the business"* (pg. 21).

In adopting a different approach, the authors conceptualize MO as organization culture with three essential behavioural components:

(a) Customer orientation (b) Competitor orientation and (c) Inter-functional coordination and two decision criteria of: - (d) long term focus (e) profitability.

The two decision components of long-term focus and profitability have however been dropped from the full MKTOR scale due to their low reliabilities of 0.4 and 0.00 respectively.

Although, these conceptualizations share nomological similarities because both studies' components tap on similar market and customer domains (Cadogan and Diamantopoulos, 1995), the present study adopts the Narver and Slater's (1990) conceptualization. Thus, the Narver and Slater's (1990) MKTOR measure of MO is adopted with revisions and adapted to the Nigerian business environment for the study. This is due to the reasoning that the construct is refined, its dimensions robust and universally applicable in diverse economic environments and industries/sectors (Ward, Girardi and Lewandowska, 2006).

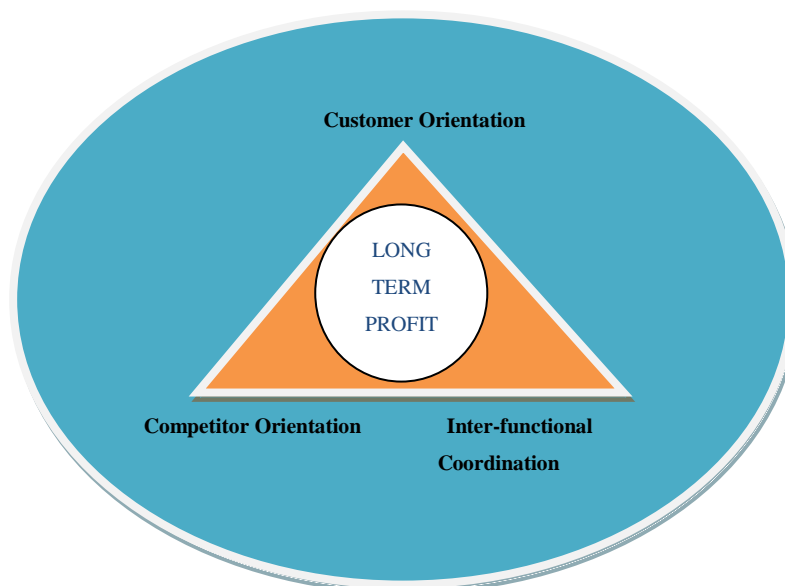
3.2 Components of MO

Customer Orientation:

Business success calls for the sufficient understanding of the current and future needs of current and future customers (Narver and Slater, 1990), as it forms part of the firm's strategic orientation (Gatignon and Xureb, 1997; Zhou et al., 2005). This view underpins the customer orientation, defined as the planned actions designed to understand the perceived needs of target buyers so as to create and offer superior customer experience and value (Dawes, 2000). This process comprises analyzing and responding to customers' needs, which includes the understanding of the forces (for instance, tastes and preferences) that shape these customer needs, and organizational responses to these information relating

to customers' needs (Kohli and Jarworski, 1990). Thus, all parts of the firm including organizational efforts and focus are directed at accomplishing corporate goals by meeting the identified customer needs and wants (Perreault and McCarthy, 2002). Although prior research suggests mixed results regarding the role of customer orientation because customers cannot articulately identify their latent needs (Christensen, Cook and Hall, 2005), its contributory effects on organization performance have been explored and is evident in the literature (Dawes, 2000). For instance, customer orientation increases a firm's ability to innovate and become productive (Grinstein, 2008) and involves offering new products as a response to the changing market conditions (Jaworski and Kohli, 1993). However, for firms operating in less competitive markets, customer orientation could be detrimental to their return on assets (ROA) (Sorensen, 2009). Thus, the individual effect of this component of MO on firm performance needs to be further explored to reveal any possible impact and implications on the overall and individual firm performance measures.

Figure 5: Narver and Slater's Conceptualization of Market Orientation



Adapted from Narver and Slater, 1990, p. 23

Competitor Orientation:

In a monopolistic competitive market condition where there are several firms in the same market, every firm strives to beat the competition. Hence, competitor orientation implies that an organization continually aims to understand the short-term strengths, weaknesses and long-term capabilities and action plans of its present and future competitors/ rivals (Porter, 1980; Narver and Slater, 1990), as well as to be able to respond to the activities of

these competitors (Balakrishnan, 1996). Competitor orientation is equally designed to gather information on the activities of competing firms. Although analyzing and monitoring current and future competitors are essential, it must also engage necessary technologies so as to satisfy market needs (Levitt, 1960, Narver and Slater, 1990).

Consequently, competitor orientation is seen as a central element in the development and enhancement of a company's products range through imitation. Lukas and Ferrell (2000) however warn that product imitation might have a negative effect on the firms' innovative capability. It is argued that competitor-oriented organizations who continuously monitor the developments including products and processes of rival firms, tend to possess value creating capabilities for the creation and introduction of products and marketing activities that differentiate them from the entire market (Im and Workman, 2004). Thus, competitor orientation is a key driver of a company's profitability (Dawes, 2000) and will enable firms to achieve higher levels of performance through:-

(a) Identification of the market performance of its products relative to the competition (b) acquiring new product ideas from the competition (c) knowledge of product market to play in and the ones to avoid (Porter, 1979) and (d) minimizing the adverse effects of competitors actions (Dickson, 1997). This is based on the finding that competitor orientation is positively related to a firm's market share (Sorensen, 2009). Therefore, organizational performance is suggested to improve due to the acquired knowledge of competitors' characteristics, market and strategic initiatives which are motivated by competitor orientation.

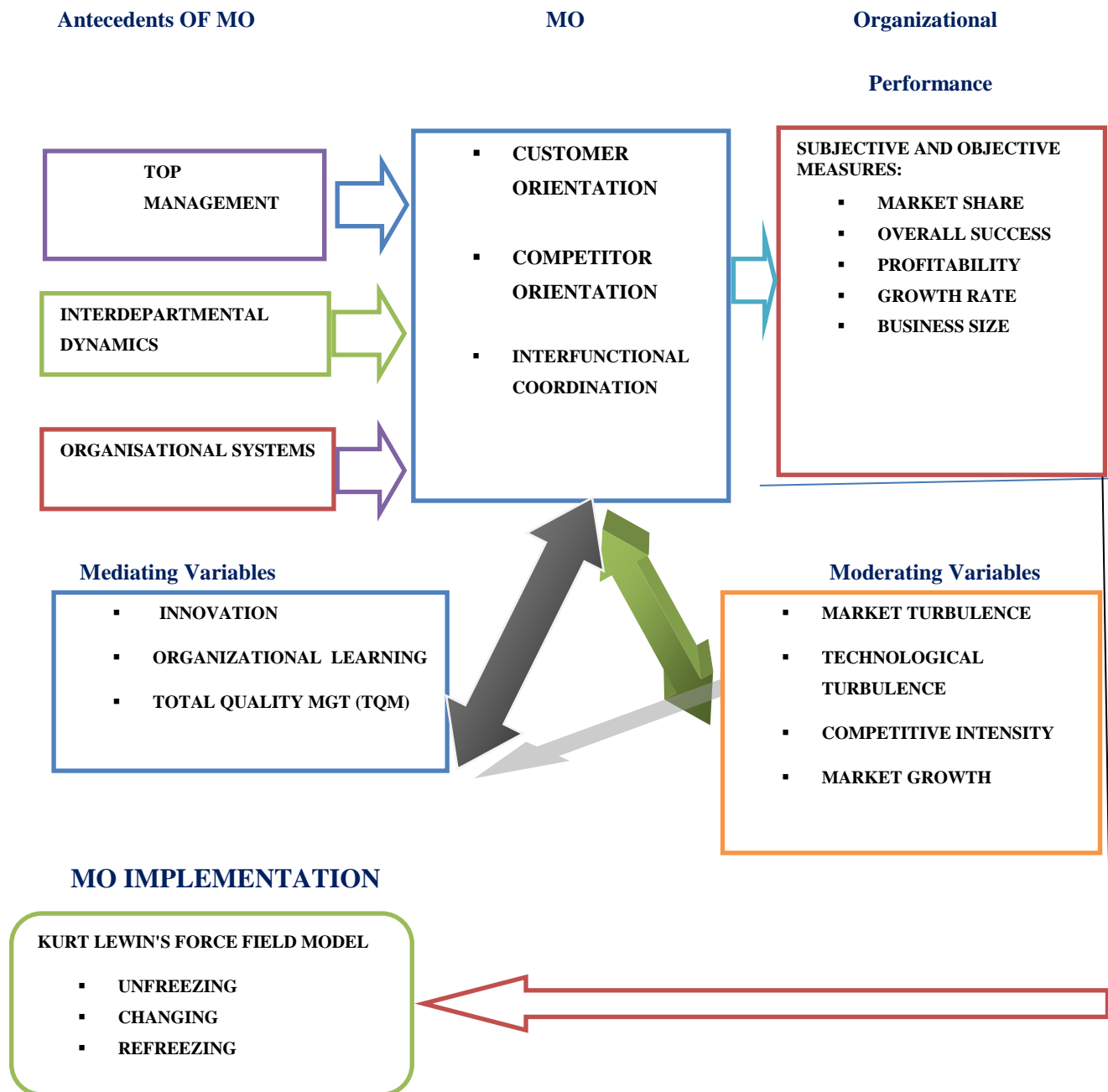
Inter-functional Coordination:

Irrespective of a firm's resources, human, and material, no meaningful development can be achieved and sustained without the coordination of activities. Therefore, inter-functional coordination is the coordinated pattern of efficiently and effectively putting into use a firm's resources in creating superior value for present and latent customers (Narver and Slater, 1990). It is a reflection of the level of interaction, communication and information sharing within an organization (Im and Workman, 2004). It follows that every member and department in an organization must work in harmony to effectively disseminate the market gathered information that will trigger off the desired responses needed to create a superior buyer value (Jaworski and Kohli, 1993; Dawes, 2000). While it has been noted that inter-functional coordination can be a useful tool towards achieving innovation and enhancing firms' overall performance (Gatignon and Xuereb, 1997), Henard and Szymanski (2001)

caution on the negative effects of excessive collaboration and information sharing. To attain and sustain profitability, firms need to engage in new product development which is essentially a by-product of firm departmental information sharing (Im and Workman, 2004). Thus, inter-functional coordination is relevant and plays a leading role in a firm's journey towards innovation needed for superior product offering and organizational success (Grinstein, 2008).

Figure 6

Conceptual Framework



3.3 Antecedents of Market Orientation

The antecedents of MO are described as the organizational forces that either enhance or discourage MO, which simply put are the causes or practices that lead organizations to become market oriented. Consistent with the works of Jaworski and Kohli (1993), these antecedents could be classified into three broad categories: top management factors, interdepartmental dynamics factors, and organizational systems.

Top Management Factors: The role of a firm's top management in the MO drive cannot be over emphasized. Top managers are organizational managers who head the various functional units, play a leading role in shaping the values and all strategic orientations of every organization (Webster, 1988; Kirca, Jayachandran and Bearden, 2005). The core of top management factors is managers' emphasis on customer needs. Developing MO within organizations could begin with managers emphasis on monitoring market changes (consumer tastes and preferences) and gathering market intelligence, sharing of market information across all departments and their prompt responsiveness to market needs (Shoham, Rose and Kropp, 2005; Lee, et al., 2015). Additionally, top management's desire, willingness and capability to take risks would enhance the move towards being market oriented (Day, 1994; Kevin, Robert and Harry, 2006). This willingness not to be averse to risks is essential as responding to market changes would require the firm to introduce new product lines which might not be successful. It does follow that managers must be open to accepting and encourage any occasional failures as this will encourage junior employees to be more innovative and responsive to market changes (Kohli and Jaworski, 1990) and influence the firm's deployment of innovation for the organizational benefit (Adam, Niels and Wei, 2008).

Interdepartmental Dynamics Factors: This factor includes interdepartmental connectedness and conflict. Interdepartmental connectedness refers to the extent of formal and informal contacts among employees across the various departments and organizational hierarchy, which encourages and strengthens information sharing and use and hence enhances MO (Kirca, Jayachandran and Bearden, 2005). Whenever there exists a greater association between various departments, workers become much more cooperative in meeting customer needs (Kennedy, Goolsby and Arnould, 2003). Interdepartmental connectedness could be closely associate with communication between workers in various units (Perin and Sampao, 2006), opinion sharing, Perin (2002) and staff opportunity to readily share opinions (Goncalves, et al, 2002) and thus has a positive impact on MO (Vieira, 2010). However, interdepartmental conflict is seen as the tensions between departments which arise due mainly to divergent goals and acts to impede joint response to market needs and hence diminishes the firm's ability to become market oriented (Jaworski and Kohli, 1993). Conflict harms MO by reducing the flow and exchange of information and thus effective coordination of organization wide response to market changes is limited, hence detrimental to the firm's drive in becoming and implementing MO (Aggarwal and Singh, 2004).

Organizational Systems Factors: Organizational systems comprise formalization and centralization that are the two structural variables and two employee-related systems including market-based reward systems and market oriented training. Formalization refers to the definition of roles, procedures, and authority via firm rules and is seen to inhibit firm information utilization, and thus the development of prompt and effective responses to changes in the marketplace (Jaworski and Kohli, 1993). Centralization involves the limiting of participation in and delegation of decision-making duties within a firm and is detrimental to a firm's level of MO as it impedes information dissemination and utilization across various departments, thus limiting flexibility (Matsuno, Mentzer and Ozsomer, 2002). Organizational adoption of a market-based reward system uses market -oriented behaviors criteria to reward employees which motivate employees to exhibit behaviors that could enhance market orientation. Reward system plays an important role in shaping desirable as well as undesirable behaviors. Thus, to develop market-driven and customer oriented firm will depend hugely on the processes of assessing and rewarding firm managers (Aggarwal and Singh, 2004). Consequently, market-oriented training boosts employees' knowledge base and care towards customer needs which stimulate actions that are in congruence with the dictates of market orientation (Ruekert, 1992).

Finally, increase in interdepartmental connectedness (Shoham and Rose, 2001), reduction in interdepartmental conflict (McClure, 2010), top managers willingness to take and support risk taking (Kirca, Jyachandran and Bearden, 2005), effective reward based system (Aggarwal and Singh, 2005) could jointly be the major components needed for achieving market orientation (Gaur and Gupta, 2010).

3.4 Organizational Performance

Every firm strives to achieve its corporate objectives by improving its performance. MO is theorized as a strong strategic tool to achieving high performance in effectiveness, efficiency and sustainability within organizations (Gonzalez-Benito and Gonzalez-Benito, 2005). Thus, MO is remarkable and hugely useful in creating blue ocean strategy, which sets the market-oriented companies' miles apart from their peers in the sector irrespective of the prevailing market forces (munificent or harsh) (Kim and Mauborgne, 2005).

Harris (2001) from a study of UK firms concluded that studies based on different performance assessments do not normally generate the same findings. However, in a meta-analysis, Ellis (2006) finds that MO has a significantly stronger correlation with subjective

instead of objective measures of performance. This further obfuscates our understanding and challenges the widely held view that objective and subjective performance measures are related (Han, Kim and Srivastava, 1998; Dawes, 2000).

Secondly, the psychometric characteristics (dimensionality issues) of existing MO scales have been observed to be partly responsible for the divergences in research findings on MO-performance links (Sigauw and Diamantopulos, 1995; Dawes, 1999; Lia, et al., 2011). Narver and Slater (1990) originally conceptualized the MKTOR scale as a uni-dimensional construct; however, recent study findings continue to query the authors' assertions. For example, results from Ward, Girardi and Lewandowska's (2006) cross-national validation of the scale study, found the MKTOR to be a multi-dimensional in form. Hence, the three components of the MO scale are independent and are individually correlated to and have varying contributions to organizational performance instead of the composite scale itself (Dawes, 2000). Therefore, Noble, Sinha and Kumar (2002) in a study of 36 US firms across ten years using objective performance measures found that only the competitor orientation had an association with a performance which leaves us with greater contradictions in the MO domain.

Evidence in the MO research has remained mixed and with ambiguity as the effect of MO on organizational performance remains perplexing. While a multiplicity of studies found a strong and positive relations between the variables (Hooley et al, 2003; Kumar, et al, 2011). Following received wisdom, weak relations have been reported (Diamantopoulus and Hart, 1993; Perry and Shao, 2002; Nwokah, 2008), and some found no direct relationship/ association (Greeley, 1995; Bhuian, 1997; Siguaw et al, 1998; Tse, 1998; Dawes, 2000; Eris, et al., 2012). MO has an adverse effect on firm performance after crisis (Grewal and Tansuhaj, 2001) and others found a negative relationship (Sandvik and Sandvik, 2003). A host of other research findings reveals that the positive MO-performance links are not direct but as a result of moderating and mediating variables (Narver and Slater, 199a; Matsuno and Mentzer, 2000; Jimenez-Jimenez and Sanz-Valle, 2010). It does suggest that the confusing, conflicting, inconsistent and inconclusive MO-performance links may be related to:

(a) The state of development of any country (Ellis, 2006) (b) the scale employed for measuring MO (Deng and Dart, 1994; Modi, 2012).

(c) The type of performance measure measured; objective or subjective (Harris, 2001) (d) the conceptualization of MO adopted (Kaur and Gupta, 2010) (e) dimensionality issues

regarding the components of MO tested or the composite MO construct (Ward, Giradi and Lewandoska, 2006).

This needs further study especially in Nigeria, factoring in the effects all identified variables in my review of relevant literature. Overwhelming, main, strong and positive effects of MO on performance have been found in the US and western/developed economies. Nonetheless, few evidence in the developing world exist (Bhuan, 1997, Osuagwu, 2006). Evidence from available research findings suggests that MO-performance links can only be positive with the influence of mediating and moderating variables (Appiah-Adu, 1998; Shoham, Kropp, 2005; Grinstein, 2008; Jimenez-Jimenez and Sanz-Valle, 2010; Kumar, et al, 2011). Consequently, it is essential to clarify these assertions above and provide a clear guide to other academics and practitioners alike on the effective and productive ways of employing the MO concept for organizational success in a developing country.

3.5 Mediating Variables

The differences in findings emerging from the MO body of knowledge regarding the impact of the construct on a firm's performance continue to spring further streams of research and more confusion. This is accentuated by the numerous empirical findings relating the relationships above to the effects of mediating variables and the routes through which this effect is established (Ham, Kim and Strivastava, 1998; Noble, Sinha and Kumar, 2002; Ngo and O'Cass, 2012).

A mediating variable represents an intervening variable, which is the mechanism through which a predictor variable can influence an outcome variable. It explains “*how*” and “*why*” a relationship exists between the variables described (Baron and Kenny, 1986; Kim, Kaye and Wright, 2001; Mackinnon and Cox, 2012). The need to explicate and introduce clarity becomes imperative considering the relevance of the construct and the mediating variables in question to the success of the firm (Gaur and Gupta, 2010). Notably though, theoretically and conceptually, a mediating variable should be a responsive variable that changes over time to create the desired change in the outcome variable (Wu and Zumbo, 2008).

Interestingly, the MO literature is replete with variables which attempt to offer an empirical explanation of the relationship between the MO, other explanatory/independent (IV) and outcome/ dependent variables (DV). These variables are within the internal environments of organizations and are often instrumental to the success or failure of the

concerned firms (Kirca, Jayachandran and Bearden, 2005). Previous studies have studied the impact and relations between MO and these variables in relation to organizational performance. For instance:-

Total Quality Management (TQM):

Although there exist no universally accepted definition of TQM, most in the literature have nomological similarities with satisfying customers as its central focus because quality management could be universally applicable (Juran, 1989; Deming, 1993). Thus, TQM is a firm-wide philosophy directed at a continuous satisfaction of customers through the improvement of quality products and processes to meet and surpass customers' expectations ((Prajogo and McDermott, 2005). This essentially involves quality planning, quality improvement and quality control (Juran, 1989) which lead to the creation of higher customer value (Lai, 2003).

TQM practices with its cultural dimensions including teamwork and respect for people are key to achieving operational performance goals (Baird, Hu and Reeve, 2011). However, this can only be made possible where top management leadership and customer focus are among the necessary critical factors for a firm to derive its complementary effects (Sila and Ebrahimpour, 2003). The joint effect of TQM implementation and MO in marketing development and the attainment of marketing capabilities have been observed as effectively supporting a firm's competitiveness (Santos-Vijande and Alvarez-Gonzalez, 2009).

For instance, extant research holds that the TQM is positively and significantly related to organizational strategy and mediates the link between strategy and performance outcomes (product quality, innovation) (Prajogo and Shal, 2006). Hence, Ahmadabadi, Mehrabi and Tanhaei (2012) suggest the importance of TQM in improving a firm's service quality. It then follows that as a complementary strategic tool, TQM and the MO could be instrumental to the enhancement of firm performance. Demibrag, et al. (2006) found that within SMEs the MO has a strong impact on the implementation of TQM and does not significantly impact directly on organization performance. However, a strong and positive link was found between the level of TQM implementation and organization performance. Although the value of TQM is well documented in the literature, Terziovski and Samson (1999) found a negative relationship between plant performance and TQM practices for smaller size firms, which challenges the widely held view. Though the mediating effect of

TQM on the MO-performance relationship is suggested, recent research reports evoke further investigations.

Innovation:

Innovation has been conceived and conceptualized in distinct ways in the literature as a process and outcome (Damanpour and Gopalakrishnan, 1998; North et al., 2001). Although varied, most definitions of innovation have a common understanding that it means the adoption of a new idea or behavior or "something new" (Smith, 2010). Thus, extant research provides a partial explanation of the innovation phenomenon (Jimez-Jimez and Sanz-Valle, 2011). The literature distinguishes two type of innovation, viz technical and administrative (Damanpour, 1991). Technical innovation consists of new products or services and new process, while an administrative innovation refers to new policies, procedures and organizational forms (Dewar and Dutton, 1986).

Irrespective of the classification or grouping, innovation is seen as one of the key drivers of a firm's long-term business performance especially in rapidly changing markets (Baker and Sinkula, 2002). This enable's the firm to deal adequately with the challenges of the external environmental forces (technological turbulence, competitive intensity, and market turbulence) (Lyon and Ferrer, 2002). Consequently, organizational performance is enhanced by innovative and entrepreneurial cultures of the firm (Conrad, 1999). Complexities and dynamics within the firm's operating environments call for prompt innovation to survive and thrive even with the speed of change by applying the right innovation to respond sufficiently to market dynamics/changes and cease advantage of new opportunities prevalent in the market (Brown and Eisenhard, 1995).

In the realms of business and marketing, innovation has been found to be a powerful tool for creating firm success. Kirca, Jayachandran and Bearden (2005) in an empirical study report a positive relationship between innovation, MO and organization performance. Although important, it should be noted that innovation is a risky and expensive venture (Simpson, et al., 2006). Failure may lead to dissatisfaction amongst employees, high operating cost, and other negative implications. For instance, in a sample of small business study, Wright, Palmer and Perkins (2005) found that product innovation does not have any effect on performance in compassionate business environments, but affects performance positively in hostile business environments).

In a similar study of business service firms in the US, Mansury and Love (2008) found that the presence and extent of service innovation have a positive effect on the company's growth but no effect on productivity. Thus, Rosenbusch, Brinckmann and Bausch (2011) opine that the effect of innovation on firm performance is dependent on context and age of the firm. Enthused by these findings, Damanpour, Walter and Avellaneda (2009) conducted a study of the public service organizations in the UK, and found that consistently adopting the same form and type of innovation every year has no noticeable effect. Instead is detrimental to adopt a specific type of innovation including service, technological process, and administrative) every year, but that varying the type of innovation type positively affects organization performance. Therefore, extant research findings indicate that the relationship between MO, innovation and performance is complex and should be further investigated. However, Hurley and Hult (1998) emphasized that higher levels of innovativeness are found in organizations who emphasize learning, as learning is an antecedent to an innovative culture that generates firm innovation.

Learning Orientation:

Market information processing behaviors which accompany strong MO may be copied by other organizations but the suitable learning environment for the translation of these behaviors into a comparative advantage cannot (Dickson, 1996). Thus, an organization's emphasis on learning logically leads to staff acquiring value generating skills-set essential for higher level performance and comprises; commitment to learning, shared vision and open-mindedness (Baker and Sinkula, 1999) and intra-organizational knowledge sharing (Lukas, et al, 1996). Organizations effort towards the development and implementation of learning leads to an adoption of the learning orientation. Hence, learning orientation is the development of new and valuable insights into the capabilities of changing behaviour (Huber, 1991; Slater and Narver, 1995). In a dynamic, complex, interconnected and global business environment with all the inherent complexities, work must become "learningful" (Senge, 1994) as the future excellent firms must be those that increase their people's commitment and capacity to realize their fullest aspirations (Tajedini, 2009).

When applied simultaneously with MO, learning orientation is critical to a firm's ability to create sustainable competitive advantage, which generates high performance (Baker and Sinkula, 1999). Taddejini (2011), found the positive effects of firms' learning orientation when combined with customer orientation in new service development (NSD) within the hotel industry. This might be related to the ability of the firm to communicate knowledge

gained from learning across all departments of the firm and thus integrated into the strategic philosophy of the firm (Duncan and Weiss, 1978; Farrell and Oczkowski, 2002; Mavondo, Chimahanzi and Stewart, 2007; Chang, et al., 2014). Thus, further improving an organization's capability for knowledge management with its positive effects on organizational effectiveness (Lee and Munir, 2007) and promoting operating performance (Liu and Tsai, 2007). Kaya and Patton (2011) found synergistic effects of MO and learning orientation on firm innovation performance. Consequently, learning orientation could be key to the development of innovation capital which metamorphoses into a powerful high firm performance tool within a market-oriented organization (Chiou and Chen, 2012) as the impact of market orientation on performance is significant when mediated by organizational learning (Jimenez-Jimenez and Cegarra-Navarro, 2007).

3.6 Moderating Variables

The moderating effects of environmental conditions on the MO-performance link are well-documented (Greenley, 1995; Ellis, 2006; Vieira, 2010). The level of a firm's performance will depend hugely on moderating variables other than MO. These moderators will significantly specify when and under what conditions the MO will influence performance (Barron and Kenny, 1986; Jose, 2013) and might as well determine the strength and direction of the relationships between the two variables (Lindley and Walker, 1993; Kim, Kaye and Wright, 2001; Hayes, 2013). Porter (1980) notes that environmental and structural conditions influence a firm's performance and should be controlled (Sorensen, 2009). Findings by Breman and Dalgic (2000) failed to establish moderating effects in the MO-performance relationships. Hence an evaluation of the moderating effects of environmental factors remains necessary (Shoham, Rose and Kropp, 2005). Empirical literature and studies on the topic have often adopted these control variables as used in the works of Narver and Slater (1990) and Jaworski and Kohli (1993). Therefore, the MO-performance link investigation amongst Nigerians organizations consistent with prior research will utilize these potential moderators; including competitive intensity, market turbulence, technological turbulence, market growth, identified by earlier researchers (Appiah-Adu, 1998; Gotteland and Boule, 2006) and in line with Golden, et al's (1995) study of a transition economy.

Competitive intensity: This is the degree to which competition exist within an industry. Competition often drives down the level of performance of firms (Sorensen, 2009). Thus, during periods of high competitive intensity, firm performance suffers as their overall

performance drops noticeably. However, greater competition foretells larger choices for customers, and a firm seeking to increase performance must adequately identify customers' changing needs/ tastes and preferences and offer appropriate products as a response to the identified needs (Steel and Webster, 1992). Although the benefits offered by MO to firms operating in markets with high competitive intensity are expected to be greater, empirical research reports non-significant findings for the moderating effects of environmental factors on the MO-performance relations (Kirca, Jayachandran and Bearden, 2005). Interestingly, Gaur, Vasudevan and Gaur (2011) found that competitive intensity moderates the links between the sub-components of the MO scale and firm performance.

Market turbulence:

This represents the extent of instability in the external environment relating to changes in consumer needs and demand (that is changes in consumer tastes and preferences) (Golden, et al., 1995). During periods of high market turbulence, production processes, and products' obsolescence is heightened, hence the need for better understanding of competitors actions and changing tastes and preferences of consumers (Appiah-Adu, 1998). As markets mature, the performance effects of the MO become more pronounced because market turbulence diminishes and competitive intensity increases (Harris, 2001; Ellis, 2006). The benefits market-oriented firms seem to obtain in a turbulent market are huge, but massively decreased when the competitors are equally market oriented (Kumar et al, 2011). Gaur, Vasudevan and Gaur (2011) did not find support for the moderating role of market turbulence on the three individual components of MO and manufacturing performance in India.

Technological Turbulence:

The rate of technological change within a market is referred to as technological turbulence. Over the years, technology has emerged as a veritable source of competitive advantage (Lengnick-Hall, 1992). Organizations who actively indulge in learning about the changing customer tastes and preferences and actions of competitors, and incorporate this rich knowledge in their production processes can perform better than firms who do not appreciate and use technological developments (Weerawardena and O'Class, 2004). Technological turbulent markets present risks of product and process failures increased the cost of operations, and market-oriented firms are often at a disadvantaged position, which diminishes the impact of MO on performance (Grewal and Tansuhaj, 2001). Therefore, Mo might not lead to any meaningful benefit to firms facing high technological turbulence as

the relationship between MO and sales, and profit is weakened. However this moderating effect diminishes over time (Kumar, et al., 2005).

Market growth:

An organization could still do well even with minimal market-oriented practice in markets with strong demand and market growth (Appiah-Adu, 1998). In growth markets, it is easier to attract and keep customers without aggressive competition, hence increase performance unlike in mature market conditions (Sorensen, 2009). This is in line with the reasoning that firms who are not market oriented could also be buoyed due to the general increase in customer demands due to placid and munificent market conditions (Ward and Lewandowska, 2008). However, in markets where demands are falling and markets shrinking, customers often demand higher value and firms looking to survive must as a matter of necessity continually monitor and respond to customer needs so as to be and remain competitive (Okorafor and Kotabe, 1993).

3.7 Implementation of Market Orientation

The implementation of MO has been the elusive part of the MO discourse to date. Implementing MO within firms calls for managerial decisions and actions towards becoming market oriented (Raaij and Stoelhorst, 2008). The question on how do firms become market oriented and sustain it is vital in this respect (Gerbhardt, Carpenter and Sherry, 2006). Organizational senior leadership, inter-functional coordination and market intelligence play a critical role in firm MO implementation (Kennedy, Goolsby and Arnould, 2003). As marketers could take political actions including a coalition with key stakeholders of the firm to become market oriented (Beverland and Lindgreen, 2007; Inoguchi, 2011). Consequently, the implementation of MO is influenced by conflict (Harris and Piercy, 1999; Pulendran, Speed, and Widing, 2000; Mahmoud, 2011).

Extant empirical research, however, provides only a preliminary understanding and knowledge on *what* and *how* of the process of change needed for MO implementation (Kaur and Gupta, 2010). This is due to the imprecise nature of existing methods which render them operationally deficient (Gotteland, Haon and Gauthier, 2006). Thus change management theories could be relied on to specify what to change, when to change, where to change and finally how to change (Beverland and Lindgreen, 2007). This requires a systematic approach, simple but practicable to institutionalize MO without obfuscating and undermining the entire organizational processes.

Summary

In this chapter, the conceptual framework was discussed and a pictorial representation given. After a critical review of literature in chapter 2 above, various concepts and themes relating to the MO construct were revealed. Accordingly, the conceptual framework pictures the relationships between the identified integrated concepts and themes which are necessary for building this study's research model. Thus, it sets the tone for the scientific investigation of the MO construct in Nigeria.

The next chapter looks at the research methodology that guides the entire process and conduct of the study. The communities of researchers in business and behavioural sciences, my philosophical stance, the rationale for the chosen research methodology, the research design, data collection and analysis methods will be treated. This sets the pace for answering our research questions as well as testing and validating the research hypotheses. Thus, in the end, generates findings, conclusions, recommendations, limitations of the study and possible areas for future research.

Chapter Four

4.0 Research Methodology

Introduction

The literature review and conceptual framework chapters detail the MO construct, its antecedents, consequences, mediating and moderating variables in relation to organizational performance and implementation. The summary, synthesis, and analysis of previous research findings on the MO topic area reveal gaps in our knowledge of the construct vis-a-vis its relationship with organizational performance and other variables. For instance, the dimensionality of the MO construct, its direct and indirect effects on organizational performance and the nature of performance indicators assessed (objective or subjective) considering the moderating and mediating variables have been questioned in extant research (Meeham, 1996; Dawes, 2000; Aldas-Manzano, Kuster and Vila, 2005).

Consequently, a conceptual framework was constructed and hypotheses formulated stated which form the basis of the study enquiry (Bryman and Bell, 2007). The major issues regarding scope (definition), model (antecedents and consequences), measurement (nomological) and the implementation (development) of MO in Nigerian organizations, thus, the process of becoming market oriented were also highlighted and investigated.

This chapter discusses the research methodology. Research methodology broadly stated is the approach to the scientific inquiry which specifies how the research questions are asked and answered, which includes the paradigmatic assumptions made, sampling design, data collection method, data analysis techniques, drawing of inferences and the various methods of testing the quality of research (Teddle and Tashakkori, 2009). Therefore, methodology could also be referred to as the study of methods and the paradigmatic views that underpin the methods (Wiggins, 2011). For the purposes of clarity, this study uses the term "the research communities" to describe the traditional methodological schools of thought, that is, the quantitative (QUAN), qualitative (QUAL) and mixed methods research (MMR). This is due essentially to their differing research orientations, although this dichotomy is falsely implied (Tashakkori and Teddle, 2003).

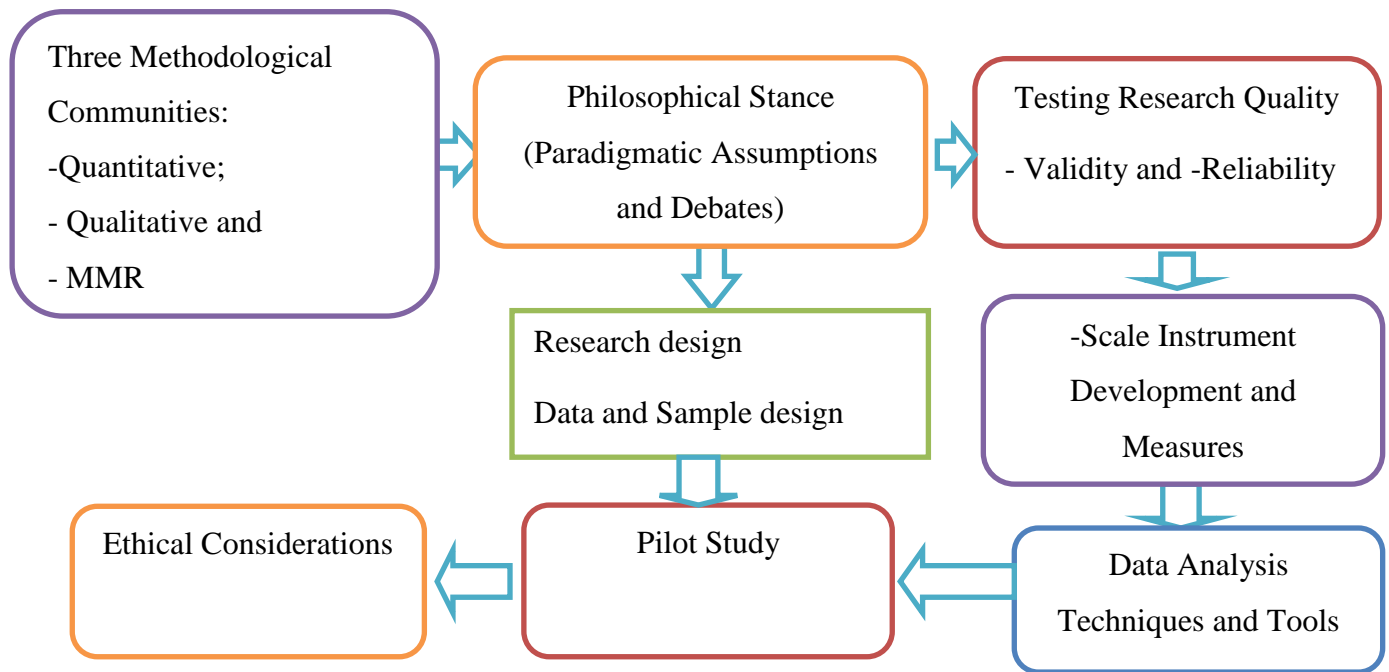
The need to test the various hypotheses and clarify the process of being market oriented become essential, thus the choice of an appropriate methodology. This is vitally important

to guide academics and organizational managers alike on understanding the MO and how to develop and implement it for firm success. Enormous investments and efforts are expended by organizations especially in new product development. Hence, knowledge of the construct is required to enable firms to achieve the performance outcomes, generate profitability and create rich stakeholder value (Atuahene-Gima and Evangelista, 2000; Wong and Tong, 2012).

I discuss the three communities of researchers in the social and behavioral sciences (methodological schools of thought, viz; quantitative, qualitative and mixed methods), rationales for the choice of research methodology, my philosophical stance, research design, data collection methods, sampling strategy, data analyses techniques and tools. I further delineate the research methods and the operationalization of the constructs adopted for the empirical analysis.

Subsequently, the sampling strategy employed is highlighted to shed light on the procedures for choosing samples for the study. Data collection method consists of the quantitative and qualitative methods, which are essential for the collection of adequate and reliable data to answer the research questions (Teddlie and Tashakkori, 2009, Wilson, 2010). Consequently, measurement variables and issues relating to these are described in the Nigerian context; this is essential to ensure that the respondents have a good understanding of the measures used, which is necessary for the enhancement of validity and reliability (Zhang and Duan, 2010). The Chapter begins with the three communities of researchers in the social and behavioural sciences (quantitative, qualitative and mixed methods) to broaden our knowledge and subsequently lead us to the major rationale for the choice of research approach.

Figure 7 The Research process:



4.1 The Three Communities of Researchers in the Social and Behavioral Sciences

In the research arena, there are three generally accepted ways of conducting research open to any researcher. These are categorized under the quantitatively oriented, the qualitatively oriented and the mixed methodologists (Teddle and Tashakkori, 2009). The grouping of researchers under these various research approaches is based primarily on the philosophical assumptions which guide the way they do research, that is, how they see the world (Creswell and Plano Clark, 2011). These three research communities are recognized as useful and essential if a holistic study of market orientation can be effectively conducted and the phenomena understood, as the research approach employed in the conduct of research could to a large extent determine the findings (Blumberg, Cooper and Schindler, 2008). Thus, this study adopts the mixed methods research (MMR) which combines qualitative and quantitative research methodologies. This is similar to studies in marketing including Bruner and Kumar (2007), Avlonitis and Indounas (2007), Oniku (2008) and Sogn-Grundvag and Ostli (2009). Reasons for the choice of MMR is made clear in the sections that follow.

4.1.1 Quantitative Research Approach

During the 20th century, the quantitative methodological approach (QUAN) became the dominant, unquestioned and widely used method of conducting research. QUAN methods can be described as the various techniques used for gathering, analysis, interpretation and presentation of numerical data (Johnson and Onwuegbuzie, 2004; Teddlie and Tashakkori, 2009). The QUAN is one with the assumptions that human behavior can be explained by what we might term "social facts" which can be studied using methodologies that employ "the deductive logic of the natural sciences" (Horn, 1994, n.p). Deductive logic is patterned towards building testable hypotheses and theories that can be generalized across cultures, industries and other social settings (Amaratunga, et al., 2002). This presupposes that the QUAN approach is directed at theory testing and verification (Punch, 2005). The main preoccupation of this methodology is in revealing how a rich and complicated delineation of specific situations under study will evolve. Thus, the QUAN philosophy is a branch of thought which tries to ascertain the origins, rationales and progress of knowledge via observation, but rather considered to possess meanings in as much as they can be derived (Chalmers, 1976). QUAN purists espouse the notion that social science inquiry should be objective. This means value-free, time and context-free generalizations are essential and possible, and that the main causes of social scientific outcomes can be reasonably determined with high reliability and validity (Nagel, 1986). This methodological movement holds the view that researchers must eliminate personal biases, be value-free, be emotionally withdrawn, uninvolved with the objects of a research investigation, so they can test or empirically justify the hypothesized relationships between variables within the phenomena studied. Proponents of this school of thought support "rhetorical neutrality" involved in formal writing style, using impersonal passive voice and technical terminology, within which establishing and describing social laws is the most important focus (Johnson and Onwuegbuzie, 2004).

Research conducted within this approach are often confirmatory in nature and driven by theory and the state of knowledge concerning the phenomenon under investigation (Black, 1999). This involves studies to test constructed hypotheses and other propositions, regarding the relationships between variables and other social phenomena. Consequently, deductive logic (deductive reasoning) is employed, which argues from the general to specific to build hypotheses, using the hypothetical-deductive model (H-DM) (Amaratunga, et al., 2002). This involves making a priori (from theoretical foundations) deductions from the general to the particular. A philosophical stance using positivism is

employed to guide the methodological approach and the methods utilized, this is because the paradigm of inquiry guides the research methodology and methods (Bishop, 2007). The Positivism paradigm (with its variant- post-positivism) is the worldview of the QUAN School.

This worldview holds that the social science should adopt the scientific methods akin to the likes of natural sciences as in physics, which includes rigorous testing of hypotheses using data that are quantitatively measured (Atkinson and Hammersley, 1994; Wilson, 2010). The philosophical underpinnings of the paradigm are discussed under the sections which detail my philosophical position and justification for my choice of the mixed methods research (MMR) as my methodological approach for the study. However, due to the heavy criticisms from Denzin and Lincoln (1994) on the QUAN orientation with regards to its stance on objectivity and its value free propositions, the variant; post-positivism with its exponents, have quickly come to acknowledge that the researcher's value system plays an essential part in the way research is conducted within the QUAN methodological movement. Interestingly, the features of the QUAN that distinguish it from the qualitative ideology include standardized data collection, statistical analysis, use of deduction, theory and hypotheses testing and prediction (Bryman, 2006). Dichotomies in research methodological approaches have been severally criticized by proponents of the mixed methods research including Greene (2008), Wiggins (2011). This explains the use of the word "distinguishes" above, which also is consistent with the methodological and philosophical stances of the researcher, and is based on the simple fact that the QUAN has several strengths as well as weaknesses (Petter and Gallivan, 2004).

The use of the QUAN could be instrumental in testing, validating constructed theories and hypotheses about phenomena, provides precise quantitative numerical data, useful in studying large population size, and ensures faster data collection methods because of the pragmatic attitude of large data collection (Amarunga, et al., 2002). It may present higher levels of credibility in research, can enhance greater generalization of findings when data is based on random samples of sufficient size (Johnson and Onwuegbuzie, 2004) and in the end, is useful for obtaining data that allow for predictions of the likely effects of some independent (explanatory or predictive) variables on dependent (outcome or response) variables (Bryman and Bell, 2007). It thus follows that QUAN methods enhance validity, reliability, measurement, causality, generalization and replication (Saunders, Lewis, and Thornhill, 2012).

Consequently, some of the research questions in this study (questions relating to the relationship between MO and organizational performance) will be best answered using QUAN method for data collection, analysis and interpretation of findings (Appiah-Adu and Ranchhod, 1998; Prajogo and Sohal, 2006; Wong and Tong, 2012). For instance, research questions focusing on the relationship between MO and organizational performance, where the relevance of the MO to organizations in Nigeria are explicated and will be best and correctly addressed by the QUAN (Gray, Matear and Matheson, 2002, Osuagwu, 2006). This way causality could be established and the nature of the relationship (linear or non-linear) can emerge. However, critics who are mostly the exponents of the qualitative school have loudly voiced the weaknesses of adopting this approach. It is insightful to note that these critiques of the QUAN method are fundamentally based on philosophical (epistemological, ontological, axiological and methodological) grounds (Guba, 1990; Lincoln and Guba, 2000). They argue that, firstly, the knowledge generated from the approach might be too generalized and abstract for any valuable application to specific individuals, contexts, and settings. Secondly, the lived life experiences of the researched might not be represented or clearly reported due to the uninvolved disposition of the researcher (Bryman and Bell, 2007). That is, it ignores the fact that different individuals interpret the world around them in distinct ways, which should ordinarily give breath to an inquiry.

Table11 Strengths and Weaknesses of the Quantitative Methodological Approach

Strengths	Weaknesses
(1) Very key in the study of a large group of people	The focus on theory and hypotheses testing instead of theory and hypotheses generation may cause the researcher to miss out on phenomena occurring. This is known as "confirmation bias."
(2) Useful in the testing of a developed theories and formulated hypotheses	The knowledge generated may be difficult to apply to specific settings due to their abstract and too general nature
(3) Essential for the generalization of research findings especially if it's been replicated	Theory used by the researcher may not take into consideration the local situations in the study settings
(4) Essential for the generation of data necessary for the quantitative predictions	
(5) the relative ease and cost of gathering data	
(6) The study results are relatively independent of the researcher	
(7) Useful for the establishment of cause and effect relationships	

Adapted from Johnson and Onwuegbuzie (2004, p. 19)

4.1.2 Qualitative Research Approach

The critics of the QUAN as a methodological approach led the movement in support of the qualitative (QUAL) methodological tradition. Proponents of this school of thought are critical of the QUAN and the paradigm within which it operated- positivism and its variant post-positivism as recommended by Philips and Burbules (2000). "QUAL approach can be simply defined as the techniques associated with the gathering, analyzing, interpretation and presentation of narrative information"(Teddlie and Tashakkori, 2009, p.6). QUAL oriented researchers adopt constructivism (and its variants interpretivism) as its worldview or paradigm (Lincoln and Guba, 2000) and reject out rightly QUAN and positivism, which they term the "*received tradition*". The characteristics and application of this paradigm are discussed in the section relating to my epistemological, ontological, axiological positions and rationales for my choice of MMR. Amongst notable exponents of this research orientation include Glaser and Straus (1967), Lincoln and Guba (1985), Miles and Huberman (1994).

These purists argue on the existence of multiple constructed realities, that time and context-free generalizations are not desirable and cannot be achieved as researcher's value plays an important role in the way and manner research is conducted (Guba, 1990). They contend that it is impossible to differentiate between causes and effects, that the knower and the known can never be separated because the subjective knower is the only source of reality (Guba, 1990). QUAL researchers employ inductive reasoning which mostly argues from the individual (specific) to the general and takes the "emic" perspective; that is the insider's stance (Jonson and Onwuezuguzie, 2004). That is moving from the shared experiences of the individual to making general postulations (theory) (Johnson and Onwuegbuzie, 2004). Thus, QUAL is more closely associated and concerned with theory building and generation. According to Patton (2002, p.453),

"Inductive analysis involves discovering of patterns, themes, and categories in one's data, in contrast to deductive analysis where the data are analyzed according to an existing framework."

QUAL investigations are usually exploratory in nature, which tries to generate information about phenomena under study (Creswell, 2003). Thus this approach will be used in the aspect of developing market orientation in organizations, which is consistent with earlier research in marketing and market orientation study (Kennedy, Goolsby and Arnould, 2003; Gebhardt, Carpenter and Sherry, 2006). This implies starting with the particular to reach the general, which is essential for theory building. The thematic data analysis is employed

in QUAL to provide answers to QUAL research questions (Onwuegbuzie and Leech, 2006; Teddlie and Tashakkori, 2009). This involves the analysis of narrative data set with the aid of several inductive techniques, amongst which are categorical and contextualizing strategies. These usually produce themes due to shared experiences of the research subjects (Bryman and Bell, 2007). Hence, interviews with organizational managers to unravel the processes of achieving MO in their various organisations were revealed.

In contrast to the QUAN'S writing methods, the QUAL purists have a natural dislike for the passive and detached writing style; instead, opt for the rich, detailed, and thick description (Johnson and Onwuegbuzie, 2004). The direct and informal approach of conveying research messages is preferred, which give the exponents the ability to communicate freely in a way that supports ensuring that the voices of the researched are heard. Shared and lived life experiences of all functional managers will shed light on their understanding of MO, its use in their firms and their thoughts on ways of developing it. The strengths of the QUAL methodological approach seem to provide answers to weaknesses of the QUAN tradition (Jick, 1979). **Table 12** below highlights the strengths and weaknesses of the QUAL methodological schools of thought.

**Table 12: Strengths and Weaknesses of Qualitative Methodological Approach
(QUAL)**

Strengths	Weaknesses
(1) Data are based on the participants' construction of meaning	Research findings (results) are easily and more frequently influenced by the researchers' biases and idiosyncrasies'.
(2) Useful for the in-depth study of a small size of people	Data analysis could be cumbersome and time-consuming
(3) Creates better understanding through the sharing of the lived life experiences of the phenomena (that is "emic" experiences)	Quantitative predictions of the behaviour of the outcome variables are difficult
(4) Essential for the clear delineation of complex phenomena	not very useful and easy for the testing of theories and hypotheses
(5) Encourages the study of dynamics of the	Difficult to generalize to the larger population.
(6) The natural settings where data are collected lends support to peoples social constructions of the present situation	Findings might have lower credibility

Adapted from Johnson and Onwuegbuzie (2004, p. 20)

These strengths include the provision of understanding and delineation of peoples' personal experiences of the phenomena, that is "emic" or from insider's point of view (Johnson and

Onwuegbuzie, 2004). Responsive to local situations and prevailing conditions and the ability to employ an inductive approach to generate a tentative explanatory theory concerning a phenomenon (Blumberg, Cooper and Schindler, 2008). Data collected are based on meanings ascribed to the phenomenon by people, effective for describing complex phenomena, useful for the conduct of cross-cultural analysis, provides depth in our understanding of phenomenon, enhances the researcher's ability to study dynamics and are usually responsive to changes during the research study (Guba and Lincoln, 2000).

Due to the above-stated merits of the QUAL approach, this research employs this methodological approach in aspects of MO development and implementation within organizations. This is to provide elaboration; that is richer depth (understanding) and answer to the study's qualitative research questions relating to the "how" and "what" of MO. Thus, questions regarding the process of being market oriented will be answered using QUAL, which are explanations on how organizations in Nigeria can become more market oriented. This is indeed needed as most of the earlier MO studies have done very little in the area of *"how can Organizations become market oriented conundrum"*. This is consistent with most other research studies in the MO body of knowledge. For instance, Kennedy, Goulsby and Arnould (2003) and Kaur and Gupta (2010). Note that many MO researchers have paid very little attention to the implementation of customer orientation and the development of MO.

The strengths of the QUAL approach notwithstanding, certain weaknesses have also been associated with its used and might impact negatively on market orientation. Firstly, knowledge gained from employing the approach may not be generalized to a larger part of the population studied or context. This is due to the nature of its epistemology (the nature of knowledge); (interpretivism) which views the world as complex and subject to varied interpretations (Wilson, 2010). Secondly, amongst some administrators and people in positions to commission research studies, QUAL methods have lower credibility. This is due to the multiple interpretation issues that they presume might give rise to confusion, because an aspect of the qualitative research, which seeks to generate valuable insights, yet cannot be generalized. This poses reliability problems as repeatability of its findings is often questioned (Bryman, 2012). Third, results of QUAL studies can be influenced by the researcher's biases and idiosyncrasies, and data collection and analysis are often really time-consuming (Amaratunga, et al., 2002).

Weaknesses inherent in the QUAN and QUAL methodological traditions portray research as incomplete, incomprehensive and hence less credible and valid. To ensure a comprehensive understanding of the phenomena under investigation, with enhanced validity and reliability, the need to combine these two approaches becomes apparent (Creswell and Plano Clark, 2011). It, therefore, follows that a new methodological approach for the conduct of research which combines the strengths of the two traditional approaches while reducing their weaknesses is necessary. This led to the advent of the third methodological movement dubbed "*the third way*" and called the mixed method research approach (Greene, 2006; Creswell and Plano-Clark, 2011).

4.1.3 Mixed Methods Research

In every research endeavour, phenomena are studied to generate clarity, increase depth and breadth, so that deeper understanding may be enhanced. Due to complexities in some topic areas, the previous mono-methods might not singly fulfill this objective (Creswell and Plano Clark, 2011). First, is due to the inherent weaknesses in each of the earlier research approaches (Greene, Caracelli and Graham, 1989). Therefore, a third methodological orientation (*the third way*) commonly called *mixed methods research (MMR)* was born and recommended. MMR combines the quantitative and qualitative approaches in a single study (Mertens, 2003), thereby incorporating the strengths of both methodologies and minimizing the deficiencies of the mono-methods (Johnson and Onwuegbuzie, 2004). In the marketing discourse/ literature, the use of the MMR has been on the increase in recent times (Harrison and Reily, 2011). The mixing of methods has been branded as "multi-methods" and "mixed methods research", "multi-strategy research" (Bryman, 2001), same in meaning as MMR but a different terminology used. Thus, MMR is often erroneously confused with multi-methods. Therefore, it is essential for us at this juncture to delineate and differentiate both. The *Handbook of mixed methods research* (Tashakkori and Teddlie, 2003) draws a sharp contrast between these two terms. Firstly, it defines:

(a) Multi-methods as involving multiple types of qualitative inquiry, for instance, case study or ethnography or multiple types of quantitative inquiry for example surveys and experiments and (b) Mixed methods research as the mixing of two types of data (Morse, 2003).

However, other definitions of MMR abound. In a bid to produce a unifying and generally acceptable definition, Johnson, Onwuegbuzie and Turner (2007) in an article in the *Journal of Mixed Methods Research (JMMR)* entitled "Toward a definition of mixed methods

research" profiled 19 different definitions of MMR by 21 proponents and highly published authors of MMR. For example, Greene (2006) defines MMR thus; "Mixed method inquiry is an approach to investigating the social world that ideally involves more than one methodological tradition and thus more than one way of knowing, along with more than one kind of technique for gathering, analyzing, and representing human phenomena, all for the purpose of better understanding" . Table 13 presents some of the definitions contained in the JMMR.

Consequently, mixed methods research (MMR) is the label chosen for this study, which is in congruence with the more generally acceptable terminology used by researchers in various disciplines (Hunter, 2003). Amongst the proponents of this methodological movement are Tashakkori and Teddlie (2003), who define MMR as a type of research design in which qualitative and quantitative approaches are used in types of questions, research methods, data collection and analysis procedures and /or inferences. Interestingly, after an analysis of various definitions used by MMR notable authors, Johnson, Onwuegbuzie and Turner (2007) gave the following general definition of MMR as:

"Mixed methods research is the type of research in which a researcher or team of researchers combines elements of qualitative, and quantitative research approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of depth of understanding and corroboration"(p.123)..

Thus, this study is based on the above definition as it is consistent with scholarly discourse and major books and journal articles publications in the marketing field (Hanson and Grimmer, 2007; Johnson et al, 2007). For example, Harrison and Reilly (2011) in an examination of the adoption of MMR designs in marketing research from 2003 to 2009, found thirty-four articles in nine A-level(4-star journals in marketing), that is marketing journals according to the American Marketing Association (AMA). This suggests that MMR is well accepted and adopted by marketing researchers as necessary for the execution of research projects.

Table 13: Scholarly Definitions of Mixed Methods Research

Author	MMR Definitions
Caracelli (n.d)	A mixed method study is one that planfully juxtaposes or combines methods of different types (qualitative and quantitative) to provide a more elaborated understanding of the phenomenon of interest (including its context) and, as well, to gain greater confidence in the conclusions generated by the evaluation study.
Chen (n.d)	Mixed methods research is a systematic integration of quantitative and qualitative methods in a single study for purposes of obtaining a fuller picture and deeper understanding of a phenomenon. Mixed methods can be integrated in such a way that qualitative and quantitative methods retain their original structures and procedures (pure form mixed methods). Alternatively, these two methods can be adapted, altered, or synthesized to fit the research and cost situations of the study (modified form mixed methods).
Creswell (2009)	Mixed methods research is a research design (or methodology) in which the researcher collects, analyses, and mixes (integrates or connects) both quantitative and qualitative data in a single study or a multiphase program of inquiry.
Hunter (2003)	A mixed method is a term that is usually used to designate combining qualitative and quantitative research methods in the same research project.
Johnson and Onwuegbuzie (2004)	Mixed methods research is the class of research where the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study or set of related studies.
Kelle (n.d)	Mixed methods mean the combination of different qualitative and quantitative methods of data collection and data analysis in one empirical research project. This combination can serve for two different purposes: it can help to discover and to handle threats for validity arising from the use of qualitative or quantitative research by applying methods from the alternative methodological tradition and can thus ensure good scientific practice by enhancing the validity of methods and research findings. Alternatively, it can be used to gain a fuller picture and deeper understanding of the investigated phenomenon by relating complementary findings to each other which result from the use of methods from the different methodological traditions of qualitative and quantitative research.
Miller (n.d)	Mixed methods is a form of evolving methodological inquiry, primarily directed to the human sciences, which attempts to combine in some logical order the differing techniques and procedures of quantitative, qualitative and historical approaches. At present mixed methods must devote itself to resolving a set of issues, both epistemological and ontological.
Morse (2003)	A mixed method design is a plan for a scientifically rigorous research process comprised of a qualitative or quantitative core component that directs the theoretical drive, with qualitative or quantitative supplementary component(s). These components of the research fit together to enhance description, understanding and can either be conducted simultaneously or sequentially

Adapted from: Journal of Mixed Methods Research (JMMR), Johnson, Onwuegbuzie and Turner(2007,ps.119-121).

MMR advocates the use of any methodological technique needed to help answer the research questions and provide a better understanding of the phenomena under study (Collins, Onwuegbuzie and Sutton, 2006). It forms the basis of the pragmatist perspective in research studies and consistent with earlier studies in the social and behavioral sciences (Moller and Gatta, 2006). Many theorists and researchers opposed to the MMR including Denzin and Lincoln (1994) and Lincoln and Guba (1985), have argued based on the perceived lack of congruence in the philosophical assumptions of the QUAN and QUAL approaches. This has been tagged the *"incompatibility thesis"* (Howe, 1988) and the emergent *"paradigm wars"* (Gage, 1989), citing incompatibility of the approaches based on ontological, epistemological and axiological concerns/grounds. These as discussed in the next section, support and justify my choice of MMR. This explains why Guba (1990) contends that *"accommodation between paradigms is impossible...we are led to vastly diverse, disparate and totally antithetical ends (p. 81)"*. However, the division of labor between the quantitative and qualitative approaches cannot be underestimated (Bergman, 2008). Researchers in the MMR school of thought (mixed methodologists) believe that the research questions drive the entire research exercise (Greene, Caracelli and Graham, 1989). Thus, the combination of the QUAN and QUAL components enhance rigor and depth, as aspects of the phenomena studied are dealt with comprehensively to meet the research purpose. The use of the MMR in the MO study is necessary to aid our understanding of the various relationships between MO and all dimensions of organizational performance and shed light on the how to develop MO within firms (Beverland and Lindgreen, 2007) Kara, et al. (2005) which is consistent with extant research in the MO body of knowledge (Oniku, 2009).

This is the foundation upon which the MMR research approach is built, which is for fulfilling research purpose. MMR researchers may use all the QUAN and QUAL techniques to meet any or the five purposes of mixed methods research as described by Greene, Caracelli and Graham, (1989); including triangulation, complementarity, development, initiation, and expansion.

A holistic view and study of the market orientation construct in relation to organizational performance in Nigeria cannot be fully and comprehensively understood and conducted within the philosophical confines of any mono-method. The multi- faceted (dimensional) nature of the construct which cuts across MO-performance link, the process of becoming MO and MO's relations with other organizational and socio-cultural factors, calls for a detailed investigation (Dawes, 1999). The study investigates mediating and moderating

variables effect on the form, direction and strength of the MO-performance relations. Hence, due to the desire to discover general patterns of relationships between all the variables in the study, we can only adequately conduct a meaningful and sound research on the topic area using the QUAL approach in tandem with the QUANT methodology (Bigne, Kuster and Andreu, 2004). This will only and truly be achieved by the combination of the QUAN and QUAL components to provide a better understanding for organizational and pedagogical benefits (Tashakkori and Teddlie, 2003; Onwuegbuzie, Johnson and Collins, 2009).

This is in line with research practice in marketing. In a content analysis, Hanson and Grimmer (2007) observe that research published in prominent marketing journals from 1993 to 2002, which one hundred and seventy-three articles were found to have mixed qualitative and quantitative data. Thus, the marketing discipline encourages the use of MMR due to its emphasis on rigor and comprehensiveness (Woodruff, 2003). This explains why Hunt (1994) pointed out that research that employs qualitative methods could gainfully complement quantitative analyses. It follows, therefore that the advantages of adopting MMR far outweigh its disadvantages. For instance, firstly, the QUAL approach could be used to conduct an exploratory factor analysis on the scale items during scale development, as this will reveal the underlying relationships between the measured variables (Caceres and Paparoidamis, 2007). This is essential to enable me establish the dimensionality of the MO scale and adapt it to the Nigerian business environment which is consistent with the works of Ward, Girardi and Lewandowska (2006). This way, we would be able to validate the instrument, achieve content, and construct validity (O'Leary-Kelly and Vokurka, 1998; Wong and Tong, 2012). The QUAN approach can then be employed in the collection, analysis, interpretation and presentation of quantitative data, which tests the formulated hypotheses on the links between the variables under study (Subramanian, Kumar and Strandholm, 2009). Based on the revelations of the tests of hypotheses, we again adopt the QUAL approach for the development and implementation of MO in Nigerian organizations (Beverland and Lindgreen, 2006; Kaur and Gupta, 2010; Kirca, Bearden and Roth, 2011). Thus, if a company wants to find out the number of people that are satisfied with its level of customer service, it could use a Likert scale question (QUAN), while an open question (QUAL) will provide additional, more in-depth information (Kennedy, Goolsby and Arnould, 2003).

4.1.3.1 Advantages of Using MMR in Market Orientation Research

The paradigm wars have disturbingly focused on the differences between the two dominant orientations in the research community instead of looking at what works. We must recognize that the quantitative versus qualitative divide is to the detriment of comprehensiveness and rigor (Jick, 1979). MMR does not intend to replace either of the research approaches, but rather to harness their strengths while reducing their weaknesses significantly, thus viewed as the third research approach (Johnson and Onwuegbuzie, 2004). Practicing researchers in the field of marketing view MMR as the research paradigm which will offer techniques that are closely related to what obtains in practice and also helps bridge the methodological and philosophical divide between the dominant approaches (Nwokah, 2008; Harrison and Reilly, 2011).

Market orientation studied from the cultural perspective evokes important concerns regarding organizations, their managers and the environments within which they carry out their everyday functions. The managerial decision-making process is to a reasonable extent shaped by the cultural orientations of the managers and their operating societies (Deshpande, Farley and Webster, 1993; Fard, et al., Mathew and Ogbonna, 2009; Hartnell, Ou and Kinicki, 2011). To ascertain the import of this theory and the various processes for organizations to achieve this, varied variables should be studied in relation to MO (Dawes, 1999). Thus, the utility of MMR will be capable to illicit warranted answers to the plethora of research questions in our study (Greene, 2006).

Consequently, the utility and advantages of adopting mixed methods research design in this study are based on its strengths, while not closing our eyes to its inherent weaknesses (Teddlie and Tahakkori, 2009). Firstly, in this study and just like every research endeavor, the ultimate purpose is to answer the research questions stated in the introductory chapter. A mono-method cannot comprehensively provide an understanding of the MO construct due to its multi-dimensional nature and within the context been investigated; Nigeria (Dawes, 1999, Sigauw and Diamantopoulos, 1995; Johnson and Onwuegbuzie, 2004).

This is based on the premise that varied data sources are required, as exploratory findings need to be generalized and explained to reflect the magnitude of the issue under study (Creswell and Plano Clark, 2011). Thus, MMR provides better answers to research questions than the other methodologies cannot singly (Molina-Azorin, 2012). It, therefore, suggests that different data types are necessary. For instance, qualitative data are required to have an in-depth perspective on how managers view MO in relation to their

organizations and job functions and their thoughts on the process of becoming MO (Inoguchi, 2011; Taghian, 2013). Similarly, quantitative data are needed to provide an understanding of the MO- performance relationship (Appiah-Adu, 1998). This is consistent with prevailing practice in marketing literature. For instance, Oniku (2009) and Nwokah (2008) undertook a marketing research based study with the focus on MO in Nigeria. They used mixed methods research and adopting a questionnaire and case study. While there is no essential and direct connection between purpose and research approach, qualitative research has primarily been more concerned with theory building and the quantitative tradition often been linked with testing and verifying theory (Punch, 2005). Hence, confirmatory questions usually associated with quantitative tradition and the exploratory questions usually linked to the qualitative tradition can be simultaneously addressed using MMR (Teddlie and Tashakkori, 2009). Consequently, MMR enables the researcher to simultaneously verify, test and build theory in a single study. Thus, in the case of this study, I will be able to test to an ample degree the hypothesized relationships stated earlier and also inquire into the processes of MO development and implementation (Raaij and Stoelhorst, 2008; Kaur and Gaur, 2010).

Secondly, it is necessary for us to provide stronger inferences in this study so as to be able to attempt further a generalization of our findings to all industry types, markets, and countries who share economic and cultural similarities with Nigeria. Mixed methodologists including Brewer and Hunter (1989), Greene and Caracelli (1997b), posit that the combination of the QUAN and QUAL components will reduce the inherent disadvantages associated with each approach. That is increasing and exploiting the assets of each approach, while neutralizing their liabilities (Jick, 1979). Thus, MMR functions amongst others include strengthening inferences through triangulation and complementarity.

A good way to achieve triangulation, complementarity and rigor in the MO study is the use of open-ended interviews to generate information from managers of different functional units in organizations studied, this provides greater depth (Guba and Lincoln, 2005), while also administering questionnaires to these managers to generate breadth (Creswell, 2009). This will provide a veritable means of combining and adequately utilizing both methodologies (QUAL and QUAN) to answer our research questions and achieve the research objectives (Greene, 2006). A strong rationale for the use of MMR in this study is to provide a stronger inferential contribution to the MO domain. As the QUAN component gives explanations regarding relationships between MO and other variables studied, the QUAL part aids and expands our understanding of what the

statistical tests mean to the marketing academic and practitioner, thus providing complementarity (Creswell and Plano Clark, 2011). This process is termed triangulation. Therefore, MMR helps to enrich the researcher's interpretation of data, instrument validity, and reliability, which involves the pre-testing and conduct of a pilot study (Collins, Onwuegbuzie and Sutton, 2006; Ngulube, 2010).

4.1.4 Triangulation

Consistent with Greene, Caracelli and Graham's (1989) proposition, triangulation involves comparing findings from quantitative data with qualitative results; this is with a view to finding a convergence. This is somewhat related to Denzin's (1978) definition of triangulation as the combination of separate methodologies in the study of the same phenomenon. Thus, triangulation requires us to amalgamate and integrate a variety of data and methods to generate corroboration, convergence and possibly correspondence of results (Jick, 1979, Greene, Caracelli and Graham, 1989). Four types of triangulation exist including; data, methodological, investigator, and theory triangulation (Denzin, 1978). This study uses data and methodological triangulation (between -method triangulation) to create cross-validation and enhance validity (Jick, 1979, Denzin, 1978; Onwuegbuzie and Leech, 2004). Nwokah's (2008) study provides a good example of marketing (MO) study in Nigeria, which utilized triangulation to provide a stronger inference.

Finally, Bryman (2006) produced sixteen rationales for mixing methods or better still, support for the use of mixed methods research in business research. In Table 14 below, credibility amongst others visibly presents justifications for MMR. It suggests that the employment of both approaches improves the integrity of the research findings (Driscoll, et al., 2007). Purists who still believe in the QUAN-QUAL dichotomy have, not appreciated the MMR model to the research study and its advantages. Establishing credible findings in MO research is essential to inform managerial decision making, corroborate or refute previous research in other contexts for practical and pedagogical reasons (Johnson and Onwuegbuzie, 2004).

Although I have made a valid case for my preference for mixed methods research as the preferred methodological approach for this study, it is not without limitations. Firstly, it should be noted that methodological purists continue to frown at the adoption of MMR even with the valid case and argument put forward thus far on the need for mixing methods (Creswell and Plano Clark, 2011). These communities of researchers (that is purely QUAL and QUAN oriented researchers) hinge their arguments on philosophical and

methodological grounds. For example, they never mind the advances in the research arena and the need for mixing methods, still argue on the incompatibility of t methods based on philosophical grounds (Greene, 2006).

Table 14: Supporting Rationales for the Adoption of the MMR

Triangulation or greater validity	Combining the quantitative and qualitative traditions are necessary so as to triangulate findings to have them mutually corroborated
Offset	This utilizes the strengths of the different approaches to enhance validity while neutralizing their individual weaknesses
Completeness	A more comprehensive account of the phenomenon studied can be achieved using both approaches in the same study
Process	The quantitative approach predicts the relations between variables of a phenomenon studied, while the qualitative strand helps make sense of the process
Different research questions	It is argued that the QUAN and QUAL answer research questions related to each approach
Explanation	When used together, one is used to explain findings generated by the other
Unexpected results	Fruitfully combining the approaches could be meaningful where one generates surprising results that can be made clearer and more understandable by employing another
Instrument development	Qualitative research could be used to generate questionnaire and scale items so as to develop a valid instrument for research studies
Sampling	One approach is used for the sampling of respondents or cases
Credibility	Suggests that the employment of both approaches in the same study increases the integrity of the findings.
Context	Rationalizing the combination of approaches to provide contextual understanding, enhance generalizability, external validity and establishing causality among variables by the use of survey method
Illustration	Use of qualitative data to illustrate the quantitative finding. Which is like "adding flesh to the bone."
Utility or improving the usefulness of the findings	Refers to a suggestion, which is more likely to be prominent among articles with an applied focus, that combine the two approaches will be more useful to practitioners and others.
Confirm and discover	Refers to the use of qualitative data to generate hypotheses and using quantitative research to test them within a single project.
Diversity of views	This includes two slightly varying rationales-combining researchers' and participants' perspectives through quantitative and qualitative research respectively and uncovering relationships between variables through quantitative research while also revealing meanings among research participants through qualitative research.
Enhancement or building upon quantitative and qualitative findings	This entails a reference to making more of or augmenting either quantitative or qualitative findings by gathering data using a qualitative or quantitative research approach.

Adapted from Bryman (2006).

Table 15 Strengths of MMR

1	It enriches research understanding by adding words, pictures, and narratives to add meaning to numbers.
2	Using numbers can be used to produce real meaning of words, pictures, and narrative.
3	Researcher can generate and establish any theories
4	Can answer a wider and complete range of research questions due mainly to the reason that the researcher is not restricted to the use of a single methodological approach
5	combining quantitative and qualitative methods help generate knowledge needed to inform theoretical and practical grounding
6	Adds new insights and comprehension which would ordinarily be missed by a single method
7	used to generate results which are more generalizable
8	More convincing evidence and conclusions using convergence and corroboration of findings could be provided

Based on the arguments advanced above on the strengths of MMR and advantages of combining research paradigms, some of the strongest proponents of qualitative research such as Maxwell (2005), Guba and Lincoln (1994), Denzin and Linclon (2005), Yin (2006) have at various times spoken in support of MMR. Guba and Lincoln (1989) espoused the view that information may be either quantitative or qualitative; this is a follow up on Lincoln and Guba's (1985) assertion that there are many opportunities for an investigator to adopt quantitative data more than is commonly appreciated. To further buttress their point, Guba and Lincoln (1994) observed, "*Both qualitative and quantitative methods may be used appropriately with any research paradigm. (p.105)*". Finally, Guba and Lincoln (2005) stated that within each of the paradigms (positivism, post-positivism, constructivism, and pragmatism), the mixed methodologies might make perfectly good sense, emphasizing that the arguments in social sciences are not about methods. It should be noted, therefore, that the existence of the three methodological schools or research paradigms might be more healthy to the inquiry in the social and behavioral sciences as each approach comes with its strengths and weaknesses and times and places of need (Johnson, Onwuegbuzie and Turner, 2007).

4.1.5 My Philosophical Stance

Research in the marketing field is saddled with paradigmatic and philosophical pluralism, heightened by the paradigmatic debate and the emergent "paradigm wars". This is further complicated by the multiplicity of definitions of the various paradigmatic orientations and the philosophical assumptions accompanying each (Onwuegbuzie, Johnson and Collins,

2009). Every research study in the social and behavioral science is guided by the researcher's paradigmatic mindset. Hence, it is essentially necessary for us to have a clear understanding of the term "paradigm".

Paradigms or worldviews (in Kuhn's, 1962 parlance) according to Thomas Kuhn (1962), guide scientists in terms of what they observe and tend to study, the nature of the questions they ask about their objects of study, how these questions are structured, and how the results of their investigations are interpreted. Because worldviews are so basic to the practices in which scientists engage, they often operate behind the scenes and are taken for granted in the normal practice of science unless they are confronted with alternative worldviews (see Bishop, 2007; Slife & Williams, 1995).

A paradigm is a "worldview, complete with the assumptions that are associated with that view" (Mertens, 2003, p.139).

It does suggest that certain assumptions are prior method formulation, the formulators must already have these assumptions about the type of world in which the method would be effective and successful (Bishop, 2007). A worldview, then, is the framework of foundational beliefs, assumptions, and philosophies through which one experiences, interacts with, and makes sense of the world (DeWitt, 2009).

It follows that researchers in each of the methodological approaches conduct research based on the philosophical assumptions (ontological, epistemological, axiological, logical and rhetorical) of the paradigm within which they operate. Guba and Lincoln (1994) categorized paradigms as positivism, post-positivism, critical reality, and constructivism. Although this categorization is simple, has been widely cited, highlights the differences between the paradigms and their positions on practical issues, it leaves out "*pragmatism paradigm*." Pragmatism is a worldview that takes explicitly a value-oriented perspective to research (Johnson and Onwuegbuzie, 2004). Based on the aims and objectives enumerated in chapter one, this study subscribes to pragmatism as the philosophical orientation of the researcher. This is informed by the need to answer the research questions adequately in a more practical manner to achieve the research objectives. Thus, a more pragmatic approach is required to enable us to attempt a possible answer to the research questions stated in chapter one of this thesis. Researchers in the three research communities conduct their studies based on the assumptions and dictates of the various paradigms of inquiry (Crotty, 1998; Tashakkori and Teddlie, 2003).

4.1.6 Paradigmatic Debate in Research

The paradigm debate with its major component "*the incompatibility thesis*" is a conflict between the fundamental assumptions of positivism (with post-positivism) and constructivism (with interpretivism) concerning philosophical and methodological matters (Howe, 1988, Reichardt and Rallis, 1994). Thus ontological, epistemological and axiological postulations were made, which form the philosophical issues under which the paradigm wars rage. Methodological purists from the two approaches contend that it is inappropriate to mix or combine the QUAN and QUAL methods in a research study, due to the divergences in the worldviews, which form the basis of these methods (Guba, 1987). Thus, the incompatibility thesis is linked closely to the "supposed" relation between paradigms and research methods, emphasizing that both (paradigms and research methods) have a one-to-one association (Teddlie and Tashakkori, 2009). They contend that "*if the underlying premises of different paradigms conflict with one another, the methods associated with those paradigms cannot be combined*" (Teddlie and Tashakkori, 2009, p. 15). These purists should realize that the issue is not with paradigms but in what works in a research project (Plewis and Mason, 2005).

An ontological question in research according to Guba and Lincoln (1994) relates to the form and nature of reality and what can be known about it. This is akin to Blaikie's (1993) definition of ontology as the assumptions any particular methodological approach makes about the nature of reality. Correspondingly, epistemological questions relate to the nature of knowledge, the relationship between the 'knower' and what is "known," that is the researcher and the participant (Guba and Lincoln, 1994). Axiological issues concern the place of researcher's value system in a research process. Each paradigm has a stance on the philosophical issues.

4.1.7 Positivism

The quantitative school of thought subscribes to the positivism paradigm, proposing that researchers in social and behavioral sciences should employ a scientific method in conducting research, which entails rigorous testing of hypotheses using data with the form of quantitative measurement (Atkinson and Hammersley, 1994; Teddlie and Tashakkori, 2009). While the qualitative oriented school critiqued QUAN's positivism paradigm on several grounds and posit the constructivism paradigm as more philosophically appropriate (Guba and Lincoln, 1994).

Table 16: Characteristics of the Different Research Paradigms

Philosophical Issue	Positivism/ Post-Positivism	Constructivism/ Interpretivism	Pragmatism
Ontology (The nature of reality)	Inquiry in the realms of social science should be objective	Multiple constructed realities of the same social phenomenon which might be contradictory but equally essential	The external reality that is comprehensible exists. Subjective and objective and rejection of dualisms of objectivism vs. subjectivism
Epistemology (The nature of knowledge)	Researcher eliminates personal biases and is emotionally detached and uninvolved with the study objects	The knower and the known are inseparable; findings are co-created with research participants	Both objective and subjective perspectives are used. Knowledge is both constructed and also based on the reality of the world we experience and live in.
Axiology (The role of values in research)	Research is value – free	Research is Value-bound (researcher's value system affects the research process)	Value is essential in the research process. Thus, takes a value-oriented approach to research
Philosophical Issue	Positivism/ Post-Positivism	Constructivism/ Interpretivism	Pragmatism
Rhetoric	Rhetorically neutral. Adopts impersonal and passive voice and technical terminologies	Detailed, rich and thick description of written work	Uses both the impersonal passive voice and detailed, rich and thick
Generalizability	Time and context-free generalizations (only nomothetic statements are possible)	Time and context - bound working hypotheses (only Ideographic statements are possible)	Both external validity and transferability are key. Thus, ideographic statements are emphasized.
Logic	Deductive/ Hypothetico-deductive	Inductive	Both Hypothetico-deductive and inductive

Adapted from Teddlie and Tashakkori (2009, p. 88) and Onwuegbuzie, Johnson and Collins (2009, p. 122).

This disagreement between the QUAN and QUAL traditions on the most appropriate world view for conducting research created dichotomies and led to the paradigm debate or "paradigm wars" (Gage, 1989). It should be noted however, that research practice shows that researchers rarely subscribe fully to any one research philosophy, but instead take a pragmatic stance especially in management research (Blumberg, Cooper and Schindler, 2008).

Positivism is ontologically based on naive realism, which assumes that apprehendable or understandable reality exists, dubbed "real reality" and is informed by unchangeable

natural laws (Guba and Lincoln, 2005). Quantitative purists under the positivism paradigm, opine that observations in the social world should be treated as entities much like the practice in modern physics, hence espouse the adoption of a scientific method of inquiry. Epistemologically positivists and post-positivists postulate that an "objective" relationship exists between the researcher (investigator) and the researched (investigated), which implies that they are independent of each other. This means "dualism" or an existing separateness between the knower and the known (Teddle and Tashakkori, 2009). Axiologically, positivists perceive the inquiry as value free which means that time- and context- free generalizations (Nagel, 1986) are advantageous and possible, and that exact causes of social scientific consequences can be determined with good reliability and remain valid. Positivist researchers encourage the eliminations of biases, emotional detachment from the conduct of research and what is researched, and remain uninvolved with the objects of a study, to test or empirically justify stated hypotheses (Johnson and Onwuegbuzie, 2004). Thus, based on this paradigm, hypotheses stated which mirror research questions concerning relationships between the study phenomena will be tested so as to explicate better the nature and type of relationships. This is consistent with the practice in MO and marketing research (Khan, 2008; Harrison and Reilly, 2011).

4.1.8 Constructivism

Constructivism is the research paradigm that holds that meanings of phenomena are socially constructed by people as they interact with the social world they live in. Crotty (1998, p. 42) asserts that:

"Constructionism is the view that all knowledge and therefore all meaningful reality as such, is contingent upon human practices, being constructed in and out of interaction between human beings and their world, and developed and transmitted within an essentially social context."

Constructivists also called qualitative purists, reject the philosophical assumptions of positivism/ post-positivism, arguing on the superiority of the constructivism paradigm. Constructivists ontologically contend that multiple realities abound, hence local and specific co-constructed realities (Johnson and Onwuegbuzie, 2004; Guba and Lincoln, 2005). The varying realities are as a result of human constructions of the phenomena, is a product of the intelligence of man and could vary as the 'man' who constructs those changes. Hence, the use of interviews to explore and understand the lived life experiences of organizational managers in relation to their MO practices will give depth to the

processes of becoming market oriented (Saunders, Lewis, and Thornhill, 2011). On axiological grounds, the researcher is value-bound, proposing that it is difficult to draw a distinction between cause and effect because all entities are constantly shaping each other and explanations to phenomena are inductively generated as logical reasoning flows from the specific to general. Thus, epistemologically, the knower and the known cannot be separated because research is viewed as "subjective," since the investigator and the participants collaborate to co-construct realities (Schwandt, 2000) and the knower is the only source of reality (Guba, 1990). Constructivists do not subscribe to the passive style of writing, they espouse the detailed, rich and thick delineation, write directly and informally.

The battle for supremacy between the two dominant methodological approaches with so much focus on differences between the two orientations has reached a disturbing position in the research arena (Bazeley, 2006; Greene, 2006).

This QUAN-QUAL divide or better still dichotomy has resulted to two distinct research cultures, one claiming superiority due to its deep, rich observational data, while the other, claims hard, generalizable data leading to predicting phenomena and the establishment of causal links amongst variables studied (Sieber, 1973). With new researchers, this dichotomy in research practice between the two groups obfuscates the true relevance and process of conducting research. The approaches focus solely on differences relating to philosophical issues without looking fully at the research questions and the need to adopt techniques and tools that will aid the effective conduct of research. Hence, mixed methods research under pragmatism emerged as the third way (methodological movement) approach in social and behavioral sciences.

4.1.8 Pragmatism

Pragmatism as a world view is the philosophical partner of the mixed methods research (Johnson and Onwuegbuzie, 2004). Mixed methodologists on a philosophical level, countered "*the incompatibility thesis*" by subscribing to pragmatism as its research paradigm, "worldview" or philosophical partner (Howe, 1988; Biesta and Burbules, 2003; Johnson and Onwuegbuzie, 2004). Pragmatism according to Teddlie and Tashakkori (2009, p. 7) is:

"a deconstructive paradigm that debunks concepts such as "truth" and "reality" and focuses on "what works" as the truth regarding the research questions under investigation."

Pragmatist researchers work on the premise that the research questions drive the entire research exercise/process (Creswell and Plano Clark, 2011). Pragmatism advocates the use of mixed methods to answer research questions and rejects the either/ or choice of QUAN or QUAL methods as proposed in the "*incompatibility thesis*" under the paradigm wars. Working under this paradigm (that is Pragmatism), members of this orientation (pragmatists/ mixed methodologists) are interested in what works and not just methodological convergence, as it helps with an indication of how research approaches could be fruitfully mixed. Johnson, Onwuegbuzie and Turner (2007) advocate a need-based contingency approach to research methods, where the objective of the study will determine the techniques and methods necessary to carry on a study. MM researchers support the combination of the quantitative and qualitative methods in a single study that calls for the distinct data types to answer research questions and rejects the argument that this is epistemologically incoherent, hence advanced "*the compatibility thesis*" (Howe, 1988). Therefore the aim of the mixed methodologists is not to advocate a perfect solution to the QUAN-QUAL, inductive-deductive divide, instead prescribes a workable solution to a complex problem. Therefore, research is pursued by the use of methods and philosophies that try to fit together the varying perspectives provided by the two dominant approaches (Schwandt, 2000; Johnson, Onwuegbuzie and Turner, 2007).

By adopting a pluralistic and balanced position (pragmatism), MMR helps to build bridges between the conflicting philosophies, which enhance and ensure better communication amongst researchers in the warring methodological movements so as to improve understanding and knowledge (Maxcy, 2003). Hoshmand (2003) notes that pragmatism explicates and illuminates on how research approaches can be productively mixed in ways that best answers the research questions. I reason along these lines as the constant antagonism between the distinct paradigms of social inquiry are unproductive, because the focus should be on effectively answering the research questions.

Axiologically, Pragmatism explicitly takes a value-oriented approach to research. Pragmatists believe that the values of the researcher play an essential and massive role in the way research is conducted, research results are interpreted and conclusions drawn (Greene, 2006). Researchers working under the pragmatism paradigm decide on what to study and carry out the study in a way that is congruent with their individual value systems, adding the different variables to study that will elicit interesting consequences (Tahakkori and Teddlie, 1998). This is consistent with the way most researchers practically carry on research studies that have practical impact and consequences on the society at

large with its components- *organizations*. This further explains the researcher's inclination towards pragmatism as the overarching research paradigm of this study because essential consequences regarding the application of the MO theory is desired in Nigeria.

To the pragmatists, epistemological issues exist on a continuum instead of two separate opposing ends. Thus the sharp contrasts between objectivity and subjectivity are challenged. This view guides this research study. This is due essentially to the practice that in a research exercise, the researcher and the researched may just be engaged in an interactive relationship to provide an answer to complex research questions (Teddlie and Tashakkori, 2009). At some other point in the research, there may be no need for any interactions between the researcher and the participants. For instance, during testing of hypotheses using powerful statistical tools, participants will not be needed for the process (Onwuegbuzie and Leech, 2006).

Finally, pragmatists are of the view that causal relationships may exist between variables, but that these relationships are transitory and hard to identify. Ideographic statements (that is, time and context-bound working hypotheses) are espoused, with a particular focus on issues relating to external validity and transferability of research results (Bergman, 2008; Teddlie and Tashakkori, 2009). The pragmatist put the problem first and the ontological (philosophical assumptions second (Armitage, 2012). Although practical in approach, the pragmatism paradigm is not without weaknesses and these must be highlighted.

4.1.8.1 Weaknesses of Pragmatism

MMR researchers often tend to focus on mixing methods while ignoring the methodologies and worldviews that ground the methods. Although pragmatism has been taken as the philosophical partner for the MMR and as a bridge between the distinct and conflicting philosophies, it does not provide answers to all the methodological, epistemological, ontological and axiological differences between the research approaches with their accompanying paradigms. Thus, as a world view, pragmatism has some inherent weaknesses or shortcomings.

Firstly, many modern philosophers have rejected pragmatism as a paradigm in research due to its logical failing to resolve the philosophical disputes amongst purists. Second, what is meant by workability or usefulness as enunciated by proponents of this world view as in "what works," could be vague unless the researcher explicitly addresses this to reduce confusion (Johnson and Onwuegbuzie, 2004). Third, Mertens (2003) a champion of the

transformative-emancipatory movement faults the inability of pragmatism to provide a satisfactory answer to the question relating to "*For whom is a pragmatic solution useful.*" Fourth, adopting this worldview might provide an incremental rather than the required fundamental and structural change in society (Johnson and Onwuegbuzie, 2004). Finally, the "*what works*" approach which forms the basic justification for the embrace of pragmatism might sacrifice basic research on the altar of applied research, due simply to the latter's ability to produce practical and immediate results for the society.

Even with these mentioned weaknesses of pragmatism as a philosophy of science that guides MMR studies, I believe it can enhance a philosophy that supports the integration of paradigms and aids the peaceful coexistence of MMR with the philosophies of quantitative and qualitative research. This stems from the reasoning that adopting what practically works in a research exercise, will be instrumental to the conduct of a rigorous, comprehensive and successful research (Yin, 2006). This view is shared by Greene (2006) and Johnson, Onwuegbuzie and Turner (2007) as they assert that variations in philosophical commitments should be welcomed in MMR to embrace the fact that paradigmatic differences are equally important part of the MMR. The employment of differing but appropriate philosophical views in relation to the various research questions will be useful in providing completeness in the study.

Finally, it is essential to note that constraining ourselves as researchers to only one set of method and paradigmatic stance would leave us eventually vulnerable to its inherent limitations (Slife and Gantt, 1999; Johnson and Turner, 2003; Kelle, 2006), in contrast mixing methods combines merits of both methods and minimizes their demerits. No worldview precludes the use of any particular method (Lund, 2005; Aluko, 2006). Thus, we espouse the valid use of MMR because there exist no issues in constructivism/interpretivism that prohibits the use of numerical data, neither does anything in positivism prohibit the use of verbal data representation (Wiggins, 2011).

4.1.9 Criticisms of Mixed Methods Research

Although MMR is the chosen methodological approach for this study, there are inherent shortcomings that must be borne in mind as the study progresses. MMR opts for triangulation which is one of the key elements prescribed to enhance the validity of the MMR approach (Jick, 1979; Creswell and Plano Clark, 2011), however, this on its own is not weakness-proof (Bergman, 2008).

(1) MMR assumes the text as a "whole" completeness and that there are no gaps. Thus, the idolatry combination or integration of theories in research is questionable (Freshwater, 2007). This is still a purist remark which ignores the relevance of the research question.

(2) Data from one source does not always converge with that of another source. This means that checking the results of one method with that of another seeking convergence or corroboration is methodologically and practically wrong (Harden and Thomas, 2005). Therefore the choice of a method must be guided by the type of research question the method seeks to answer (Greene, 2006).

(3) Combining methods mean also combining *worldviews*. This is because the methods will be making different and incompatible assumptions concerning reality and knowledge. It is more likely that research findings will conflict due purely to differences in their philosophical orientations (Annells, 2006). Philosophical problems require philosophical solutions, but triangulation has no answer for this problem and cannot provide this needed solutions. However, it is insightful not to have gone past this debate as our focus should be on "*what works*" and not "*reality*" or "*truth*" (Onwuegbuzie and Johnson, 2006; Tashakkori and Teddlie, 2006).

(4) Methodological purists have criticized MMR researchers for citing one another in supporting the MMR body of knowledge as being "epistemologically ecumenical". It is important to note that the adoption of MMR as a methodological movement is based on the practical benefits of mixing methods (Wiggins, 2011).

To purists, the two positions of QUAN and QUAL are irreconcilable on philosophical grounds. The fault is not in the principle of MMR but with its false premises upon which the research design is built, the naive attribution of two different sets of characteristics to the two large domains of methods (Bergman, 2008). Purists contend that the problem of methodological eclecticism is that proponents prescribe the ways of mixing methods to achieve research objectives, without actually addressing the ontological and epistemological contradictions and issues related to mixing distinct worldviews. Hence, they do not practically address the fundamental problems of incompatibility of paradigms. It must be noted that having just one view of the world is analogous to the principle of the drunken search (Howe, 1989).

(4) Complementarity is no longer sufficient for the mixing of methods (Erzberger and Kelle, 2003) cited in Bergman (2008). Bergman (2008) holds the notion that even with the complementarity espoused; proponents and theorists adopting MMR must accept and

emphasize the contrasting features attributed to each paradigmatic approach, which, on ontological, epistemological and axiological grounds are clearly incompatible. Hence, the author while pondering on the differences between the QUAN and QUAL raised some questions. Why subsume the varying data collection and data analysis techniques habitually labeled QUAN or QUAL? It should be understood that it is the epistemological position and not the methodological position that should guide every research effort (Freshwater, 2007).

We must keep in mind that the goal of mixing methods in most cases is not just for corroboration but rather the expansion of our understanding of the phenomenon (Onwuegbuzie and Leech, 2004b). Within the social sciences, the positions of the purists are considered to be a phase well over. The debates and further considerations in research practice are no longer on "incompatibility" or "compatibility theses" but rather the focus is on procedural issues instead of paradigmatic differences" (Peter and Gallivan, 2004).

With this, we should carry on the present study on MO and organizational performance in Nigeria by integrating methodologies with the aim of generating a sound understanding of the phenomena. Consequently, the use of both QUAL and QUAN methods for data collection will not only provide corroboration (Jick, 1979; Yin, 2006; Wiggins, 2011), but also comprehensiveness which will inform managers on the MO, its benefits and how to develop and implement it for organizational success (Beaverland and Lindgreen, 2007; Kaur and Gupta, 2010).

4.2 Research Design

To effectively conduct the study and achieve the research objectives, a plan that guides the entire research journey is desirable. This is the research design which is simply the framework or activity and time-based plan for the collection and analysis of data (Blumberg, Cooper, and Schindler, 2008; Wilson, 2010). Research design involves the various related decision-making choices a researcher should make in the conduct of a research study (Cavana, Delahaye and Sekaran, 2001).

The research study aims primarily to determine the relationship (s) between market orientation and organizational performance and factoring in the effects of moderating and mediating variables, to prescribe ways to develop and implement MO in Nigerian organizations (Kirca, Bearden and Roth, 2011). To attain the aforementioned aim, various approaches to data collection and analysis were employed, fusing the qualitative and quantitative methodologies (Johnson and Onwuegbuzie, 2004).

Therefore, issues regarding sampling decisions, techniques for data analysis and reporting were explored. Every research design is informed by the methodological approach of the study which is often determined by the research questions (Wiggins, 2011). Hence, this study adopts the mixed methods research design.

4.2.1 Convergent Parallel Mixed Methods Research Design

The study adopts the MMR design which is largely due to the phenomenon studied (MO), research questions engaged, the researcher's worldview and methodological orientation. These are largely driven by the need to achieve the research aim and objectives. Efforts were made to conduct the study in a comprehensive manner in line with practice in MMR. The convergent parallel design is the preferred MMR design for the current study (Creswell and Plano-Clark, 2011). This is based on the need to provide answers to the research questions relating to establishing links between variables investigated. Thus, the study was designed for concurrent collection and analysis of quantitative data and qualitative data bordering on relationships and the formulated hypotheses (Teddle and Tashakkori, 2009). While the qualitative strand (interviews) provide support and basis for comparison between both the quantitative results and qualitative findings. Qualitative study elaborates on the process of developing and implementing MO in firms, while keeping the two the methodological approaches integrated. This approach has earlier been used in business research (Adobor, 2005; Luomala, 2007).

Several researchers (for instance Jick, 1979) have advised and echoed on the careful integration of the QUAL and QUAN aspects of the study so as to avoid having two separate or "parallel" studies in the same study and at the same time achieve triangulation (Bryman, 2006). Yin (2006) recommends tightening (strengthening) the use of mixed methods in a single study' regarding research questions, units of analysis, sampling, methods for data collection and analysis. This is essential so that the qualitative and quantitative strands will relate to each other (Jonson and Onwuegbuzie, 2004).

In choosing appropriate design for any MMR study, Creswell and Plano-Clark (2011) assert that a persuasive and strong MMR design should address the level of integration, priority timing and mixing. Therefore, this study addresses the above listed issues in the following ways:

(a) The study is designed to achieve interaction between the QUAN and QUAL strands, by' firstly stating research questions the level at which the two strands of the research interact.

This is achieved by mixing the "what", "How", and "why" research questions as detailed in chapter one.

(b) Both the QUAN and QUAL strands have equal relative priority, which prevents the problem of competing methodological approaches and enforce comprehensiveness.

(c) The QUAN approach is employed in testing the hypotheses formulated and establishing the hypothesized relationships between the variables. Then, the QUAL approach is used to gather data and explore the processes of becoming market oriented.

(d) The mixing (when and how), will be carried out right from the research question and all through the various stages of the study and during the interpretation of data stage.

Following Morse's (2003) recommendation for notation and design for a MMR design, this study design is akin to QUAN→qual, which is driven quantitatively and followed up with the qualitative strand in order to provide completeness. However, due the equal relevance accorded both strands of the study, we prefer to adopt a notation as QUAN → QUAL, thus signifying QUAN driven but equal relevance with the QUAL element.

The design is consistent with the recommendations of researchers including jick (1979), yin (2006), onwuegbizie and collins (2007) on the best ways of using MMR for more comprehensive, robust and rigorous research process. This is with a view to ensuring that both research approaches are integrated (mixed) in every step of the study to avoid having two separate studies in one, which obfuscates the research and produces incoherent findings.

4.2.2 Sampling Methods

Sampling involves the ways of selecting a piece, portion or segment that will be a good representation of the whole (The American Heritage College Dictionary, 1993) and is an important part of the data collection (Wilson, 2010). This is an essential part of the research process as it helps inform on the quality of inferences made by the researcher which normally stem from the fundamental findings and due basically to the fact that sampling design impacts on how researchers can generalize their research (Onwuegbuzie and Collins, 2007). Because the study adopts the MMR, a combination of different sampling approaches was employed to provide a good fit for both the quantitative and qualitative components of our study (Tashakkori and Tedllie, 2010).

This is necessary to ensure that the chosen sampling schemes link my research paradigm to the research method and help in addressing representation, legitimation and integration

challenges prevalent in the MMR study (Kemper, Stringfield, and Teddlie, 2003; Onwuegbuzie and Collins, 2007). Thus, my choice of sampling design will lead logically to the extent to which I can generalize this study findings and achieve "meta- inferences", which describe the integration of generalizable inferences achieved from the findings of both the qualitative and quantitative components of the MMR study (Tashakkori and Teddlie, 2003c,p. 687).

The sample size has been noted to be a key ingredient of and an essential element of a good research (Hair, et al., 2011). Therefore, an efficient and effective method of determining the adequate sample size is essential so that the sample must be a true representation of the population of study (Krejcie and Morgan, 1970). Hence, the formula as recommended by Tabachnic and Fidell (2007) when using multiple regression was employed in the determination of our sample size: $N > 50 + 8m$; where m represents the number of the independent variables.

The population of the study includes all organisations operating in Nigeria. Thus, a cross - sectoral or multi-industry survey and interview of one hundred and eighty (180) organisations and ten (10) managers in all sectors of the economy was chosen. All companies in Nigeria are required by law to register with the corporate affairs commission (CAC). Only legally registered companies were engaged in the study, and their legibility was affirmed by using their certificates of incorporation issued by the corporate affairs commission in Nigeria (CAC). However, a list of all companies in Nigeria as contained in the CAC database might not provide the best population for the study due to the reasoning that some of the CAC listed companies may no longer be in business. Secondly, the aforementioned list might be too broad, voluminous and unmanageable.

To correct this sampling anomaly and streamline the data required, the various chambers of commerce and other regulatory agencies in the six geo-political zones researched became indispensable and essential get the full and relevant list of current and active companies. This forms the sampling frame necessary to capture the true representative sample for this research. Therefore, since there was no definitive sampling frame in Nigeria, a sample frame was constructed from the list of organisations in various governments (CAC) and other regulatory bodies.

In line with the argument advanced in chapter two above on the need to include diverse organizational managers in the study, diverse functional managers/heads (operation/ production/ manufacturing, marketing, human resources and finance) in the various firms

were engaged. This is consistent with the calls of Maydeu- Olivares and Lado (2003), Osuagwu (2006), Narver and Slater (1990) as MO is an organization- wide cultural activity and not just the exclusive preserve of marketing. The use of multiple informants in the researched organizations is in recognition of the fact that several aspects of MO are practiced in the entire organization by different managers and functional heads who have various inputs in the MO practices of the firms. Consequently, this choice is in line with existing practice in the MO literature and consistent with methods employed by Narver and Slater (1990), Kohli and Jaworski (1990). Kohli, Jaworski and Kumar (1993). These researchers in their separate studies adopted multiple informants where top management of SBU's participated in the studies.

Samples for the quantitative and qualitative strands were drawn to reflect the need to achieve the research objectives. Therefore, probability and non-probability samples were used in the conduct of the study. A random sample of two hundred and fifty-eight (258) organizational managers from distinct functional units (including manufacturing/operations/production, marketing, finance and accounts, human resources/administration and research and development) across industries were engaged in the quantitative survey. While a convenience sample of ten organizational managers in equally distinct sectors was used for the qualitative strand of the study. This is also consistent with the dictates of our chosen research methodology (MMR), as the probability sampling (random sampling) was used for the quantitative part of the research, which looks at the nature and type of relationship between MO and organizational performance and the mediation and moderation effects (Tashakkori and Teddlie, 2009; Wong and Tong, 2012). This allowed for some statistical generalizations which involve generalizing our findings and inferences from a representative statistical sample to the entire population from which our sample was drawn (Curtis, et al, 2000). Probability sampling was needed to enable generalization of the study's findings to other contexts, organizations, and industries (Saunders, Lewis and Thornhill, 2012).

While non-probability sample (purposive sampling) was employed for the qualitative aspects relating to research questions 1, 6 and 7 of the study as detailed in chapter one (Cresswell and Plano-Clark, 2011). This guided the researcher in making "analytic" generalizations (Miles and Huberman, 1994), which are applied to the wider MO theory based on how the managers are selected to elucidate on the ways of developing and implementing MO fit within the general market orientation construct (Curtis et al., 2000). This approach is consistent with the sampling practices in marketing (Harrison and Reilly,

2011) and equally based on the recommendations of Onwuegbuzie and Collins (2007) for the use of MMR in management research which helps to link my sampling methods to my research paradigm ; "pragmatism" (Onwuegbuzie and Collins, 2007).

4.4.3 Unit of Analysis

The unit of analysis delineates the level at which this research is carried out and explains who the study's objects are to be researched (Blumberg, Cooper, and Schindler, 2008). The objectives of the study demand research at the level of the firm and the use of managers as objects which will impact significantly on the entire research.

Thus, a multi-level unit of analysis is employed using firms' managers in the different functional units to firstly, elicit information on the firms' MO practices, MO-organizational performance links and the implementation of MO in the various organizations (Suh, et al ., 2010; Tasoluk, Droge and Calantone, 2011). Secondly, the managers were researched to reveal how well Nigerian managers understand the MO construct and its use (adoptions and implementation) in their various firms. Subsequently, using the composite or entire organizations as another unit of analysis enables us to explore the MO-organizational performance linkage within organizations with particular focus on both the objective and subjective dimensions of performance (Dawes, 1999; Harris, 2001).

This is with a view to exposing, establishing and testing the hypothesized links between the variables and helps to clarify the inconsistent, inconclusive and conflicting extant research findings in the topic area (Aldas-Manzano, Kuster and Vila, 2005). Importantly, the choice of multi-level unit of analysis is informed by the need to measure organizational performance in relation to MO and to generate research findings that will be useful to both organizational managers and their various composite organizations (Blumberg, Cooper, and Schindler, 2008). Consequently, the findings and conclusions of the study will be used by organisations as a useful tool (strategic marketing and organizational) for crafting effective firm strategies for higher performance (Wang, Chen and Chen, 2012).

4.4.4 Data Analysis Procedure:

Data were analysed using a combination univariate, bivariate, and multivariate analytical techniques. Details are given under the structural model section below.

4.4.5 Data Collection Method

Data for the study were collected by the use of a questionnaire and in-depth interviews. This is essential to enable the researcher collect data most suited to the requirements of the quantitative and qualitative strands of the research necessary for mixing of methods to achieve rigour and robustness (Green, 2007).

Questionnaire Development:

The major method used in this research is the survey research. To adequately and effectively conduct the study, a questionnaire was designed using variables that emerged from the conceptual framework. These were then administered to organizational managers to elicit information relating to the quantitative strand of the study. Issues relating to MO measurement, MO-performance links, and impact of the mediating and moderating variables on this relationship were explored. The generally accepted ways of deductively testing hypotheses are the use of a survey method, hence questionnaire adoption (Hair, et al., 2011). Also, survey research methods are indispensable especially where adequate representativeness and generalization are vitally important objectives in a study (Knoke, Marsden, and Kalleberg, cited in Baum, 2005).

Since the study adopts the mixed methods research approach (MMR), the use of both quantitative and qualitative approaches was employed (Tasshakori and Teddlie, 2010). Thus, in line with academically accepted demands for rigor in an MMR, the study design adopts the convergent parallel design (Creswell and Plano-Clark, 2011). The research design enabled the concurrent collection of quantitative and qualitative data sets. This is consistent with research methodologies in previous research in management studies and marketing inclusive (Hanson and Grimmer, 2007). Consequently, the questionnaire and semi- structured interview are the preferred data collection methods (Dawes, 1999; Onwuegbuzie and Leech, 2006; Oniku, 2008).

Ideas on the scale instruments and their items are from well-established scales in the literature. Items were based on existing scales- from previously used and existing MO scales including, Kohli and Jaworski's (1990) MARKOR, Narver and Slater's (1990) MKTOR, Kohli, Jaworski and Kumar (1993) were used for questionnaire (instrument) construction. These scales were adapted to the Nigerian business environment by re-wording the items to ensure understanding. The validity and reliability of these measures were tested and established using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). Also, this was presented at the Academy of Marketing Conference

2012 and views of highly experienced academics in the MO topic area were sought. This takes care of the quantitative components of my study. See section on instrument development for full details of the scales employed in the study and their validation method. The use of the combined scales is necessary to generate data adequately sufficient in quality (breadth) and size (depth) for the study and in compliance with the recommended procedures for achieving rigor and sound measurement in any MMR study (Ward, Girardi and Lewandowska, 2006; Onwuegbuzie and Collins, 2007).

However, the questionnaire was adapted to the Nigerian business environment and pre-tested which revealed some weaknesses and problems with the wording of questions. These were corrected before the main study.

In-Depth Interviews:

The qualitative part of the research involves majorly the development and implementation of MO in organizations. To explore this meaningfully, an in-depth interview with ten (10) managers in the six geo-political zones of Nigeria was conducted (Hinson and Mahmoud, 2011). This is intended to extract the lived experiences of these firm managers on the various facets of the MO construct (Chad, 2013). This is consistent with methods of data collection employed in earlier research on the implementation of MO in industrial firms (Beverland and Lindgreen, 2007), implementing a customer orientation (Kennedy, Goolsby and Arnould, 2003), creating a market orientation (Gebhardt, Carpenter and Sherry, 2006), implementing MO in small sized firms (Inoguchi, 2010) and developing MO (Kaur and Gupta, 2010).

Thus, in-depth semi-structured face-to-face interviews were suitable which gives the researcher the opportunity to probe interviewees to elicit information relating to their underlying reasons for their actions on MO practices. The interviews were of one-hour duration for each manager engaged in the study and conducted during normal working hours with various functional heads of the diverse organizations to gain better insight on the research questions. Table 17 below details the profile of the research participants.

Non-Response and Common Method Bias

Non-response error occurs when a survey is unable to get a response to one or all of the questions in a questionnaire, which leads to non-response bias (Statistical Policy Working Paper 15: Quality in Establishment Surveys, Office of Management and Budget, Washington D.C., July 1988, page 68). Non-response bias is generally viewed as a threat to external validity in any study and forms one of the possible sources of error in sample

survey research (Dillman, 2000; Lindner, Murphy, and Briers, 2001). Armstrong and Overton's (1977) suggested a method for test of non-response bias was adopted in this study. The approach used for test of non-response bias is based on the "Interest Hypothesis."

Table 17: Profile of Interview Participants

Industry	Position	Demographics
Banking	Senior managers	Male and Female; Master degree (MBA)
Telecommunication	Branch manager and customer service manager	Male and female; Master degrees in marketing
Publishing	General manager	Male; PhD
Courier/Transportation	Regional manager	Male; Master degree (MBA in marketing)
Brewing industry	Marketing manager and research manager	Male and Female; Masters degree in Marketing and Economics
Beverages and Confectionery	Production Manager	Female; Master degree in Engineering
Environmental/Hygiene	General manager	Female; PhD

Which assumes that non-respondents are like the average respondents in the second wave. Using this method, the respondents of the second wave were compared with those of the first wave of all response items. The chi-square test was employed for statistical analysis. No significant difference was found between the early and late respondents on demographic characteristics. Therefore, non-response bias is not a serious problem in this study (Gaur, Vasudevan, and Gaur, 2011). Additionally, since this study adopts multiple informants in organizations surveyed as against the single informant approach, issues and concerns relating to common method bias are reduced.

4.4.6 Control Variables

There are a number of organizational variables- company specific factors that are believed to affect organisational performance. Prior MO studies highlight the possible effect of firm size, internal and other external environmental variables on the MO-performance relations (Narver and Slater, 1990; Jaworski and Kohli, 1993; Dawes, 2000; Ussahawanitchaki, 2007; Gu, Hung and Tse, 2008; Li and Zhou, 2010; Kim, Song and Nerktar, 2012). To account for the effects of these extraneous variables to enhance the identification of the

expected associations between the various components of market orientation, moderating and mediating variables, other antecedents and organisational performance, we include five control variables. The controlled variables include; firm size (regarding number of employees), firm size (in terms of share capital), ownership structure and sector and type of organization. The logarithm of the number of employees was used as an indicator for firm size (in terms of employees). The monetary value of the start-up fund of the companies was used as an indicator of the firm size (in terms of share capital). Firm ownership structure provides dummy variables to control for potential variations between Indigenous Nigerian private company (Limited liability company or Enterprise), Government Parastatal/company; Indigenous Nigerian company quoted on the Nigerian Stock Exchange and Multinational/ Foreign companies. The industry organisations operate in was used as a measure for sector- manufacturing, other services, banking and finance and public sector. Respondents were then asked to indicate their type of company— manufacturing or services.

4.4.7 Testing and Improving the Quality of Research

Reliability and validity of the measures were assessed. The Cronbach's alpha was used to test internal reliability, while confirmatory factor analysis was employed to test various validities. Details of the test results are in the sections that follow- under the measurement model.

4.4.8 Measures

To enable me to conduct the research and explore adequately the linkage between MO, performance and the influence of mediating and moderating variables, a number of measurement instruments were relied on. Several scales established in the literature were employed to measure various constructs in the study. These include, market orientation (Narver and Slater, 1990), organizational performance (Jaworski and Kohli, 1993), environmental factors (Competitive intensity, market turbulence technological turbulence, market growth) (Kohli and Jaworski, 1990), innovation (Calantone, et.al., 2002), learning orientation (Sinkula, Baker and Noordewier (1997) and Calantone, Cavusgil and Zhao (2002). A seven-point Likert scale was used for questionnaire items to increase reliabilities of the measures (Appiah-Adu and Ranchgold, 1998). A coefficient of alpha scores using Cronbach's alpha was computed for all items in the various constructs as some of them are multi-item in nature. The Cronbach alpha is the most used measure for a test of the

reliability of a multi-item scale (Asihia, 2010). The value of 0.6 thresholds is suggested to be generally acceptable in an exploratory research (Hair, et al, 1992). Although, Nunnally (1978) recommends a cut-off point of 0.7 to suggest a reasonably high level of reliability, which is adopted in this study.

Market Orientation:

The Narver and Slater's (1990) 15 item "MKTOR" scale whose validity has been proven by Lado. et al. (1998) was used to measure an organization's extent of MO with adaptations to meet the demands of Nigerian business environment. This procedure for adapting MKTOR to Nigeria follows a process of refinement and revalidation which requires modifications in the wordings of the original scale. The scale is chosen on the grounds of general support in the international settings (Pullendran et al, 2000; Vorhies, 2000; Gaur, Vasudevan and Gaur, 2011). Of this, six items relate to customer orientation; four items relate to competitor orientation and five items relate to inter-functional coordination. In addition, to measuring the three constructs of MO. This approach is congruent with available MO studies in developing countries (Chelariu, Ouattarra, and Dadzie 2002) which utilized the MKTOR scale items to evaluate the consistency of respondents' opinions regarding MO and other constructs that measure its implementation. This is based on the generally held view that organizations might approve of MO philosophy but may fail in implementing it in their various firms (Kuada and Buatsi, 2005). Although the original Narver and Slater's (1990) MKTOR scale contained 21 items, which assessed three behavioral components, and two decision criteria used to operationalize MO, the later was not included in this study. This is due to the low and unacceptable reliability of the components, with long-term horizon (α coefficient= 0. 016) and profit emphasis (α coefficient= 0.439) (Siguaw and Diamantopoulos, 1995). Thus, consistent with Narver and Slater (1990) only the 15 items that are closely related to the behavioral components of the scale were used in the study (Alda-Manzano, Kuster and Vila, 2005). Although, the original MKTOR scale was conceptualized as having the three behavioral components of the scale to be used as a composite form of measuring MO, there might be more utility in examining the effects of each component on organizational performance separately. This is based on the dimensionality debate in the literature of the composite MO construct (Dawes, 1999). Hence, the investigation of the individual components of the MO construct and its impact on performance might reveal interesting evidence and help put to rest the much-heated debate in the topic area. Therefore, measuring the relations

between the individual components of MO and performance might reveal higher impact on overall performance than the composite measure itself and also might shed light on the component with higher impact (Harrison- Walker, 2001).

Questions in the questionnaires will require the respondents to provide their impression of the extent of MO in their various organizations on a seven-point Likert scale (1= strongly disagree that this organization is market oriented, and 7= strongly agree), this presents subjective measures. Secondly, objective performance measures of the firms were required from the respondents. This is necessary as the inconclusiveness, incompleteness, unclearness, confusing and unreliability of earlier studies on MO have been linked to the use of only subjective performance measures (Meeham, 1996). Although convergence has been found in the use of either objective or subjective measures (Dawes, 1999), the need for the incorporation of both in the present study is based on the above-listed problems with extant MO research findings. This approach is congruent with earlier research (Llonch and Walina, 1996).

Competitive Market Environmental Variables:

The impact of environmental variables (Competitive intensity, market turbulence technological turbulence, market growth) was assessed using Narver and Slater (1990), Kohli and Jaworski (1990), Jaworski and Kohli (1993) MARKOR scale measures. The choice of these measures relating to environmental variables is due to their frequent use in the literature and general acceptability.

Reliability test for these scales was assessed by the computation of the coefficient alphas and was compared with reliability coefficients used in previous studies (Narver and Slater, 1994; Jaworski and Kohli, 1993; Subramania, Kumar and Yauger, 1998).

Organizational Performance:

The dimensions of organizational performance adopted for the study are from that of Narver and Slater (1990), Jaworski and Kholi (1993), Sanjay, Jain and Bhatia (2007) and Harrison-Walker (2001). The items on the organizational performance scale include total sales, sales growth, profitability, return on investment, market share, customer satisfaction, customer perception of product superiority, customer willingness to pay a premium price and customer propensity to buy from our competitors. Thus, performance will be based on various unit head's subjective response to questions which assess whether the results achieved in the performance indicators are above or below firm expectations and also in

comparison with their competitors (Appiah-Adu, 1998). Hence, respondents in the study are asked to appraise the company's performance in relation to the organizational performance objectives set at the beginning of the business year by the firm (Doyle and Hooley, 1992; Harrison-Walker, 2001).

Table 18 Measures of Moderating Variables

Moderator	Items
Market Turbulence (Kohli and Jaworski, 1990; Narver and Slater, 1990)	1. In our kind of business, customers' product preferences change quite a bit over time
	2. Our customers tend to look for new product all the time
	3. Sometimes our customers are very price-sensitive, but on other occasions, price is relatively unimportant
	4. We are witnessing demand for our products and services from customers who never bought them before.
	5. New customers tend to have product-related needs that are different from those of our existing customers.
	6. We cater to many of the same customers that we used to in the past
Competitive Intensity	1. Competition in our industry is cutthroat
	2. There are many "promotion wars" in our industry.
	3. Anything that one competitor can offer others can match readily
	4. Price competition is a hallmark of our industry
	5. One hears of a new competitive move almost every day.
	6. our competitors are relatively weak
Technological Turbulence	1. The technology in our industry is changing rapidly
	2. Technological changes provide big opportunities in our industry
	3. It is very difficult to forecast where the technology in our industry will be in the next 2 to 3 years
	4. A large number of new product ideas have been made possible through technological breakthroughs in our industry
	5. Technological developments in our industry are rather minor
Market Growth	1. Customer demand for our product is growing rapidly
	2. We pay very close attention to the changing needs of our customers, their concerns and market changes.
	3. The size of the market is large

The use of subjective performance measures is common in the MO literature and strategy research and have also shown to be reliable and valid (Dess and Robinson, 1984; Appiah-Adu, 1998; Dawes, 2000). Although, reliance on the subjective measures of performance is justified due to huge prior research findings that have found a strong correlation between objective assessment of firm performance and their subjective equivalent (Dess and Robinson, 1984; Geringer and Hebert, 1991), the study uses both performance measures to avoid the problems regarding the use of a single (objective or subjective) measure

highlighted in the previous section. Consequently, objective performance measures are also sought for all organizations involved in our study so that a detailed comparison could be made. The choice of incorporating both subjective and objective measure is consistent with extant research on the topic (Aldas-Manzano, Kuster and Vila, 2005). Consequently, since this is a multi-company and multi-industry study, an attempt is made to control for performance differences due to the varied nature of firms. Thus, the use of relative performance measure including market share, growth rate, and profitability is employed (Keskin, 2006).

Learning Orientation:

Which refers to the extent to which "corporate commitment systematically challenges established basic creeds and practicality" (Lin, Pen and Kao, 2008, p. 758) is measured by the use of three items derived from the works of Baker and Sinkula (1999) and Sinkula, Baker and Noordewier (1997). Three basic organizational values: commitment to learning, shared vision, and open-mindedness, which are aimed at an organization's tendency towards learning are treated (Day, 1991; 1994b). These three values are measured by the use of a scale which includes eleven items in total by Sinkula, Baker, and Noordewier (1997). The scale was later enhanced by Baker and Sinkula (1999a; 1999b) via addition to eighteen (18) items, and then empirically tested by other researchers as well with similar and identical scale items included to measure organizations' tendency towards learning.

Based on the three variables mentioned in the learning orientation research literature, the commitment to learning was developed and measured through 4 items and later developed and measured through 6 items by Baker and Sinkula (1999a, b). The scale which relates to the shared vision was developed and measured through 4 items by Sinkula, Baker and Noordewier (1997) and relies on Senge (1990; 1992) and Tobin (1993) scales and was further developed and measured through 6 items by Baker and Sinkula (1999a; 1999b). The open-mindedness scale was developed and measured through three items by Sinkula, Baker and Noordewier (1997) which depends on Day (1991; 1992), Senge (1990; 1992) and Slater and Narver (1994) scales and then again developed and measured through six items by Baker and Sinkula (1999a; 1999b). In addition to the three basic variables highlighted above, a sub-variable dubbed "organizational information sharing" is also measured through five items which were dealt together with other elements of the learning orientation by Calantone et al. (2002) and developed by Hult and Ferrel (1997).

These items have been chosen due to their particular emphasis on the relevance of reflection and also because of the presence of some values which influence the tendency

for Nigerian organizational managers to seek proactively and pursue new knowledge and challenge the pre-existing status quo (Tajeddini, 2011). All variables are measured on a seven-point Likert scale ranging from "strongly agree" to "strongly disagree." A change in the wordings of the original scale will be carried out as a way to adapt it to the Nigerian business environment, to ensure a full understanding of the items and hence leads to validation. This will be evaluated using confirmatory factor analysis (CFA) to test for validity of the scale items.

The summary of organizational learning orientation scale adapted from Baker and Sinkula, (1999) and Calantone, Cavusgil and Zhao (2002) is given below:

Table 19: Learning Orientation Scale

Commitment to Learning: Sinkula, Baker and Noordwier (1997) and Calantone, Cavusgil and Zhao (2002)	(1) Managers basically agree that our business units' ability to learn is the key to our competitive advantage.
	(2) The basic values of this organization include learning as key to improvement
	(3) The sense around here is that employee learning is an investment, not an expense
	(4) Learning in my organization is seen as a key commodity necessary to guarantee organizational survival
	(5) Our culture is one that does not make employee learning a priority
	(6) The collective wisdom in this company is that once we quit learning them, we endanger our future.
Shared Vision:	(7) There is a well-expressed concept of who we are and where we are going as an organization
Table 19 Continued: Learning Orientation Scale	
	(8) There is total agreement on our organizations' vision across all levels, functions and divisions
	(9) All employees are committed to the goals of this organization
	(10) Employees view themselves as partners in charting the direction of the organization

	(11) Top leadership believes in sharing its vision for the organization with lower levels of staff
	(12) We do not have a well-defined vision for the organization

Open-Mindedness	(13) We are not afraid to reflect critically on the shared assumption we have about the way we do business
	(14) Managers in this organization do not want their "view of the world" to be questioned
	(15) Our organization places a high value on open-mindedness
	(16) Managers encourage employees to think "outside of the box."
	(17) An emphasis on constant innovation is not a part of our corporate culture
	(18) Original ideas are highly valued in this organization
Intra-Organisational Knowledge Sharing: Calantone, Cavusgil and Zhao (2002)	(1) We continually judge the quality of our decisions and activities taken over time
	(2) there is a good deal of organizational conversation that keeps alive lessons learnt from history
	(3) We always analyze unsuccessful organizational endeavors and communicate the lessons learned widely
	(4) We have specific mechanisms for sharing lessons learned in organizational activities from department to department (unit to unit, team to team) (5) We put little effort in having lesson and experiences

Innovation Scale: The term innovation has previously been described with terms including innovativeness, innovative capacity, and innovation orientation and scales on it meshed and used as a replacement for each other (Eris and Ozmen, 2012). For the purpose of this study, the innovation scale items of Callantone, Cavusgil and Zhao (2002) and as applied by Keskin (2006) are adapted to our study context and used.

Table 20: Innovation Scale

Scale	Items
Callantone, Cavusgil and Zhao (2002)	1. Our company is often the first to market with new products and services
	2. Our company frequently tries our new ideas
	3. Our company seeks out new ways to do things
	4. Our company is creative in its methods of operation
	5. Our new product/ service introduction has increased over last five years

Total Quality Management (TQM): TQM is measured using Grandzol and Gershon's (1998) scale. This scale has been widely used, replicated in several other countries of the world and cited in the literature, including Demirbag, et al. (2006).

Table 21: Total Quality Management (TQM) Scale- Grandzol and Gershon (1998)

Scale	Items
Customer Focus:	1. Our activities are geared towards satisfying our customers
	2. Satisfying our customers and meeting their expectations are our most important task
	3. Top managers act in ways that lessen the relevance of customers
Internal/External Cooperation:	1. Managers carry out activities which lead to lack of cooperation between our organization and our customers
	2. Managers, supervisors, and all employees work independently just to achieve their departmental goals
	3. In our organization, teamwork is often the expected way of doing our business
	4. Our employees are reluctant to make their opinions known, make suggestions or inquire about any activities of the organization
	5. In our organization, everyone participates in improving our products, services, and processes.
Continuous Improvement:	1. Our employees do not get the opportunity to recommend changes or modifications to existing processes.
	2. Our organization encourages the continuous study and improvements to our products, services, and processes
	3. Our organization has recently received compliments and recognition for improving its product, services, and processes.

4.5 Data Analysis Techniques and Tools

Onwuegbuzie and Teddlie (2003), Greene (2008), Onwuegbuzie and Combs (2009) have recommended the "cross-over mixed analysis" which is specifically the use of one or more data analysis type associated with one methodological school of thought to analyze data associated with a different methodological tradition. This approach is followed instead, data for the study were analyzed using both quantitative and qualitative techniques data analytical tools.

My choice of data analysis techniques and tools is informed by the need to achieve the research objectives and congruent with the "fundamental principle of empirical data analysis" in MMR (Onwuegbuezie, et al, 2009). This fundamental principle refers to the use of both quantitative and qualitative data analysis techniques which are determined by the need to achieve at least one of the following types of generalizations: external, internal, case-to-case transfer and or naturalistic generalizations (Onwuegbuzie, Johnson and Collins, 2009). Hence, a multi-analysis (that is the use of both QUAL and QUAN data analysis types for the different strands of the research) and is adopted in this study. This is necessary to link paradigms to data analysis strategies, as there exist commonalities in data analyses across the various paradigms of inquiry, which provides a philosophical justification for the QUAL and QUAN data analysis within the same study (Onwuegbuzie, Johnson and Collins, 2009).

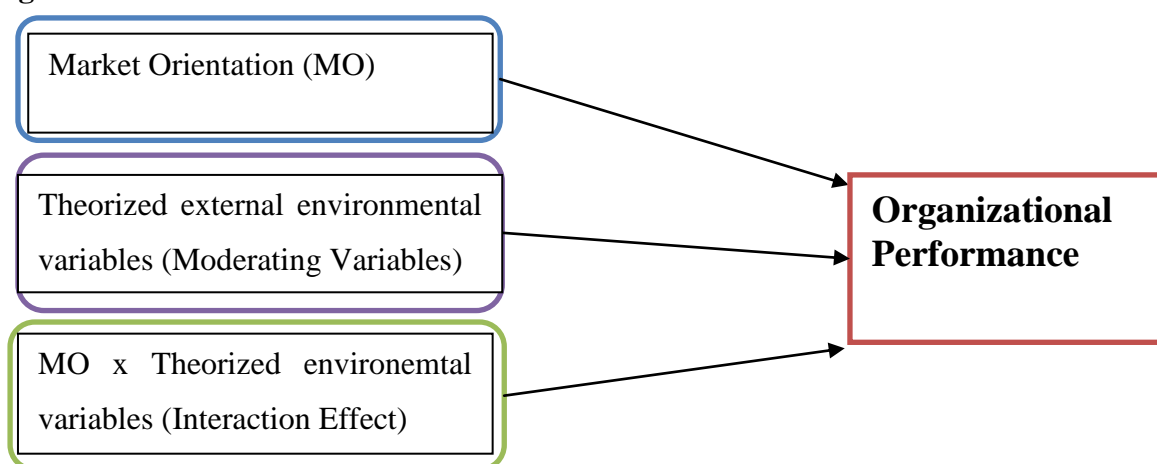
4.5.1 Quantitative Data Analysis

Data for this study were analyzed using Statistical Package for the Social Sciences (SPSS) 20.0 and structural equation modeling (SEM) with AMOS 21 statistical software. SEM is a statistical methodology that uses confirmatory (that means hypothesis testing) approach for analyzing any structural theory which bears on a phenomenon under study (Byrne, 2010). It is used for examining variables referred to in the theory, by excluding manipulations in relationships between variables, measurement errors are eliminated and the researcher is presented with a truer, much more robust and refined result compared to other techniques (Eris and Ozmen, 2012).

Hence, the choice of SEM is to enable me to examine both mediation and moderation effects which include indirect effects and test hypotheses formulated in chapter two. The SEM technique is especially effective as in the simultaneous explanation of a series of related variables in managerial and behavioural matters (Cheng, 2001). Thus, I shall tested the main and the interaction effects of MO, moderating and mediating variables on

organizational performance in the research model (Zhang and Duan, 2010). Secondly, SEM is a vitally essential technique for the study especially as there are many independent (explanatory) variables and the number of cases (firms and managers) engaged are above 100 which is the absolute minimum number recommended for this technique (Hair, et al., 1998; Dawes, 2000). This procedure enabled me to assess the integrity of the measures while evaluating the degree to which the observed relations among variables fitted the hypothesized complex causal relationships in the MO study. Figures 6 and 7 below are diagrammatic representations of the moderation and mediation models respectively.

Figure 8 The Moderation Effect

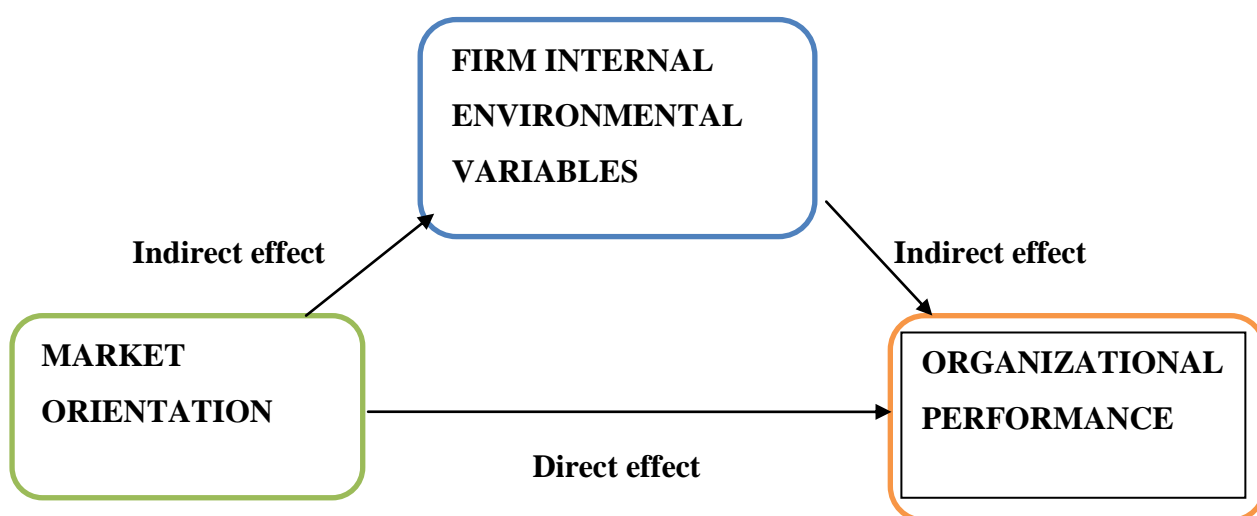


Therefore, using the mediation model (figure 19) below, there will be a direct effect between the independent variable (IV) (that is MO) and the dependent variable (DV) (that is organizational performance), which will be achieved with the use of regression analysis. There will also be an indirect effect between the independent variable and the mediator variables (firm internal environmental variables), as well as between the mediator variables and the dependent variable (Baron and Kenny, 1986; Byrne, 2010). Hence, the distinction between the moderation model and the mediation model is that in the later, we allow for causal relationships between market orientation, firm internal environmental variables and organizational performance to be expressed (Hair, et al., 2010).

The introduction of various firm internal environmental variables (innovation and TQM for instance) that is, the mediating variables in the model will change the initial direct effects due majorly to the decomposition of the causal process into indirect effects of MO on the mediating variables and mediating variables on organizational performance. Thus, the mediating variables play dual roles in these causal relationships. First, they are dependent

variables to the MO; second, they act as the independent variables to organizational performance in our model (Wu and Zumbo, 2008). The extent to which the direct effect changes as a result of the inclusion of the mediating variables is called "*mediator effect*" (Frazier, Tix and Barron, 2004). The test for mediation is achieved by running series of regression analyses for the various causal pathways and a method of estimating change in any direct effect (Tabachnick and Fidell, 2007). This process is subsumed in the structural equation models (SEM) which includes the mediating variables.

Figure 9 The Mediation Model



Tests on the standard deviation with mean scores will be conducted and the stated hypotheses will be tested using linear regression. Thus, linear regression analysis would be performed to determine the respective links between MO, organizational performance, moderating and mediating variables (Wong and Tong, 2012).

Since it is desirable to have all variables measured with different scales to contribute equally to the analysis, all variables in the study will be standardized in order to avoid complications closely associated with "multicollinearity" and to improve the interpretability of variables (Baron and Kenny, 1986, Coakes, Steed and Price, 2008). The standardization of all predictor variables leads to the easy interpretation of the regression coefficients because they delineate qualitatively and quantitatively the characteristics of the fitted model at the centre of the data in a numerically standardized scale (Marquardt, 1980). The commonly applied trick in applied regression is to 'standardize' all input variables by subtracting their means and dividing by their standard deviation. Subtracting the mean generally enhances the interpretation of main effects in the presence of

interactions and dividing by the standard deviation which puts all predictors on a common scale (Buis, 2005; Gelman, 2008). This procedure ensures that each coefficient in the standardized model is the expected difference in the outcome, comparing units that differ by one standard deviation in an input variable with all other inputs fixed at their average values.

While multicollinearity which is a situation where in a model, the explanatory (independent, predictor) variables tend to be highly inter-correlated (Tarling, 2009). This could cause a number of problems in distorting our understanding of the significance of individual independent variable in the regression model. This could be detected by the inspection of a correlation matrix to identify high correlations between continuous variables and the cross-tabulation of categorical variables to establish any existing associations (Tarling, 2009).

In addition, the variance inflation factor (VIF) which quantifies the severity of multicollinearity in a set of multiple regression variables will be calculated. This allows a quick measure of how much a variable is contributing to the standard error in the regression. Whenever a variance inflation factor is very large in a model, it reveals the existence of significant multicollinearity issues. The use of VIF is necessary to enable me to detect and measure the amount of multicollinearity issues so that the model can be adjusted. The researcher will be concerned if VIF is above 2.5.

Tarling (2009) suggests three ways of dealing with multicollinearity including:

- (1) The estimation of latent variables by the use of principal component analysis or factor analysis
- (2) The combination of variables into an index by either adding them up or multiplying with some other means
- (3) Deleting all collinear variables from the model but leaving just one which could represent or become the proxy for the underlying concept under study.

The various proposed moderators in the study are tested in line with the method suggested by Baron and Kenny (1986) using multiple regression. I have adopted the Baron and Kenny (1986) regression and testing of moderation effects in a model as it is the most commonly used statistical method in social science research (for instance, Simpson, Baker and Siguaw, 2000; Lassar, Manolis and Winsor, 2000).

The moderator variable is hypothesized to modify the form (strength) and direction of the relationship between our predictor variable (MO) and the criterion variable (organizational

performance). Thus, the effects of the moderating variables would be tested using the moderated regression analysis.

4.5.2 Qualitative Data Analysis

Qualitative data analysis involves the identification, examination, and interpretation of meaningful patterns and themes (Auerbach and Silverstein, 2003; Hennink and Bailey, 2011). I used data reduction techniques of coding, summarizing and memoing, to enable me fully focus, simplify and organize data from interview transcripts. Coding is used to assign numerical values to enhance the understanding of my interview data. This is necessary to enable me to link the data to and with the various aspects of the MO and processes of developing and implementing MO in Nigerian organizations. Hence, data can now be better manipulated, organized and categorized for more effective and efficient interpretation (Silverman, 2014). Therefore, adequate care will be taken to retain the context of my data while also condensing it into manageable form (Huberman and Miles, 1994; Miles and Huberman, 1994).

Manual coding was used for analyzing the data generated from interviews. This enabled me to adequately and properly manage, explore, and search interview texts which have been transcribed into a textual format to ease effective analysis (Gibbs, 2007).

Consequently, the trustworthiness of my results (which is akin to validity in the quantitative strand of the research) is based on the criteria of credibility/internal consistency. This is consistent with Glaser and Strauss's (1967) recommendation of data depth, data similarities and variations, transparency of data collection methods and systematic inter-researcher questioning of interpretation that offers evidence of credibility (Thompson, Stern, and Arnould, 1998). Credibility will also be evaluated by asking questions which relate to if the conclusions make sense to the audience of this research, informed researchers and informants and if the conclusions are believable to informants and other stakeholders (Wallendorf and Belk, 1989).

Finally, the overall trustworthiness of the research was evaluated by my contribution to MO theory and marketing practice (Spiggle, 1994). Thus, managers of the researched organizations will be asked how well the research findings are assisting them with their strategic decision-making.

4.5.3 Pilot Study

In every research study of this magnitude and relevance, the need to conduct a pilot study becomes essential. The pilot study is discussed under the measurement section below. However, it is a small-scale study conducted before the main survey using questionnaire and other instruments developed for the study (Wilson, 2010). A sizable and reasonable sample of respondents who closely resemble the target population was drawn from the target population (Cavana, Delahaye and Sekaran, 2001). The pilot study for the present research was conducted between February and March 2014 in preparation for the major survey activity of the research.

The main reason for undertaking the pilot study is to enhance the levels of validity and reliability before the main study (Wilson, 2010). The aims are:

- (a) To establish internal and external validity and reliability of the scale instrument
- (b) To clarify that the wordings and terminologies used in the instrument (questionnaire) are well understood by respondents.
- (c) To ascertain respondents willingness to participate and respond accurately to the instruments
- (d) To establish the timely completion of the research instrument as proposed.

The pilot study is expedient for me to establish the understanding of the market orientation construct by Nigerian managers and organizations. This is especially so as the MO is "western brewed" and is subject to misunderstanding in various other contexts (Dadzie, 2002). Hence, this practice is consistent with Senior and Fleming's (2006) recommendation for the testing of western propounded management theories in other cultural settings like Nigeria. The completed questionnaires and interviews were analyzed to help in refining the scale instruments (Churchill, 1979; Appiah-Adu, 1998) and this will form the process of scale purification.

The reliability of the scales was assessed using Cronbach's alpha coefficient to provide support for the internal reliability of the scale, as a coefficient up 0.7 and above shows a strong reliability (Cronbach, 1947). Tests on the standard deviation with mean scores were conducted and the stated hypotheses were tested using linear, multiple, hierarchical regression analysis and SEM techniques. Thus, changes to the instrument were made to reflect problems found and issues raised by respondents on the field. This assured me of the strong psychometric qualities of the scales and confirms that Nigerian managers fully understand the individual scale items. By so doing it allowed the researcher to establish the

appropriateness and comprehensiveness of the scales and research instrument for the conduct of the research study.

4.5.4 Ethical Issues in My Research

In line with generally accepted sound academic practice, ethical issues are taken seriously in the study. The entire process of the research, its benefits and participants' right and protection were explained fully to all participating managers and organizations. Adequate care was taken to ensure that all participating firms and persons were protected from any harm (Blumberg, Cooper and Schindler, 2008). Absolute confidentiality and anonymity were guaranteed, assured and are still strictly maintained. This enhanced managers' confidence and desire to participate in the research. Thus, consistent with the Data Protection Act (1998), no personal data including names of participants and information given are made public. Neither will data relating to participants or his/her organization be released to any unauthorized party or persons.

For interviews, each participant was required to append a signature to the consent form which represents his/her consent to be part of the study. All participating managers were briefed on the subject matter and procedures for the interview prior to the main interview and were also reassured that the research study is purely for academic purposes and no part of the information released to me will be divulged. For the questionnaires, in accordance with academic practice, consent is assumed by the return of the completed questionnaire.

The participant information sheet, consent form, questionnaires and interview questions were sent to respondents in advance. Thus adequate understanding of the content and consent were sought and granted. After the interviews, transcripts were also sent to participants to enable them review the content and clarify if the researcher captured appropriately what they originally meant during the interview. Moreover, a summary of research findings will be made available to participants. This helps in promoting and achieving validity and reliability by enabling the interviewees to gain a better understanding of various pieces of information requested (Hinson and Mahmoud, 2011). This is consistent with the recommendations of Saunders, Lewis and Thornhill (2012).

4.5.5 Challenges in the Field

There were difficulties in locating some of the firms randomly selected for the study. This was due to the relocation of office spaces without updating their details with the relevant authorities.

Overall, it was quite a challenge collecting data for the study for several reasons. The first challenge was as a result of the Ebola Virus Disease (EVD) outbreak in West Africa, and cases were already reported in Nigeria at the time the study was scheduled. Ebola is a highly contagious disease, and Nigeria had already recorded casualties at the time- July – September 2014. The recruited instrument administrators, research respondents, and the entire country avoided physical human contacts for fear of contracting the virus. So, for fear of Ebola Virus contamination which is normally based on human contact, research participants who had earlier consented to partake in the study pulled out. This was a big setback which left me stranded at a point because I spent longer time than anticipated in the data collection phase of this study.

Second, cultural and religious issues equally prevented easy access to female managers in the northern part of the country who are predominantly Muslims. This is coupled with the fact that some of the managers feared to divulge sensitive organisational information. In all, the data collection for this research was a challenge.

Summary

The chapter treated the diverse areas of methodology in research. I explored the three methodological communities of researchers in the social and behavioral sciences. The QUAL, QUAN and MMR research approaches were discussed with a view to unravelling their peculiarities, differences and commonalities (Greene, 2007; Creswell and Plano-Clark, 2011). Philosophical assumptions and paradigms (worldviews) that guide each of the research approaches relating to the appropriate methods and methodology were highlighted.

The paradigm war which created a false dichotomy in the research communities was extensively discussed and provides a basis for the situation of my methodology within the MMR school of thought (Greene, 2006; Harrison and Reilly, 2011; Howick and Ackermann, 2011). Thus, pragmatism which is based on "what works" is employed as the philosophical partner of the MMR, which is based on the belief that the research questions drive the entire research process (Johnson and Onwuegbuzie, 2004). Consequently, the convergent parallel design mixed methods design was chosen as the suitable and appropriate research design for the study. This is consistent with the earlier recommendations of Jick (1979), Yin (2006), Teddlie and Tashakkori (2009), Creswell and Plano-Clark (2011) and Wiggins (2011) for the proper conduct of an MMR study. This allows the achievement of a form of triangulation and at least meet one generalization (Onwuegbuzie, Johnson, and Collins, 2009). Furthermore, the probability sampling technique (random sampling) is preferred as the suitable sampling method for the quantitative strand to achieve representativeness among the sample units studied.

Consequently, the questionnaire and in-depth interview were adopted as the data collection tools to generate rich data for a comprehensive analysis (Blumberg, Cooper and Schindler, 2012). Thus, SPSS and structural equation modeling (SEM) using AMOS are the statistical packages employed for analysing the quantitative data set. While manual coding and data analysis is used as qualitative data analytic tool and technique. This is with a view to rigorously analyzing the collected data to answer the research questions adequately. Finally, ethical issues were addressed to ensure the safety of participants and guarantee confidentiality and anonymity of all participants (Blumberg, Cooper and Schindler, 2008).

In the next chapter, I will fully analyze data collected using the QUAN and QUAL methods so as to provide test for the formulated hypotheses which is essential in order to answer the research questions and achieve the research objectives. Univariate, bivariate,

and multivariate data analysis techniques are employed to give a robust and full treatment of the hypothesized relationships between the explanatory and outcome variables of the study (Hair, et al., 2010). By so doing, causal models will be detailed; causality will be established and causal relationships will be tested and subsequently confirmed or disproved.

Chapter Five

5.0 Data Analysis and Summary of Findings

Introduction

In the last chapter, the methodological orientations in research, paradigm of enquiry and philosophical assumptions used for the study were discussed. Detailed justifications for the choice of methodological approach, methods and data analytical processes were equally offered. In this chapter, data collected from the various regions of the country are analysed to achieve the research objectives. Data are analysed using two different models as stages in the analytical process:

Measurement model: this relates to the assessment of scale instruments employed in the study. Thus, sample characteristics and descriptive statistics are conducted to shed light on features of the data. While reliability and validity tests are carried out to confirm the quality of the instruments.

Structural model: this involves the testing of the various hypotheses in the study. This is consistent with the recommendations of Anderson and Gerbing (1988). We begin with an analysis of the pilot study.

Quantitative Data Analysis

5.1 Pilot Study

To test the questionnaire instrument so as to establish understanding, the study undertook two phases of the pilot study. The first phase was the design and administration of the original questionnaire to managers/heads of units in organizations in Asaba, the capital of Delta state, Nigeria (Niger Delta region) using a convenience sampling technique. This is intended to refine the contents, wordings, and structure. Forty questionnaires were administered and thirty-five were completed and returned. This represents 88% response rate achieved. Amazingly, though, just two questionnaires which account for 5.7% were sufficiently completed and deemed fit for inclusion in our analysis. Investigations on this result revealed some pertinent yet essential pieces of information necessary to improve the main study. First, as the purpose was to test their understanding of the content of the research instrument, the words “managers” and “company” were stated as the study’s respondents and context in the original questionnaire. It turned out that most potential respondents and organizations declined to partake in the study based on the wording of

whom the study was addressed and intended. The number that participated did so in a bid to claim relevance and take pride in completing a UK Ph.D. research questionnaire even when clarity on what was expected of them as managers/heads of unit was lacking. It became apparent that a change in the wording was necessary so as to infuse clarity and motivate respondents to participate. Hence, the questionnaire was amended to read “managers/ heads of units” as respondents and “organizations” instead of the previously used "company". Consequently, the high rate of poorly completed questionnaires was treated as failed mailings which led to the next phase of the pilot study.

In the second phase of the pilot study, thirty of the amended questionnaires were administered to organizational managers /heads of units in Benin City, the capital of Edo state, Nigeria using non-probability sampling technique. Twenty-three completed questionnaires were returned in good time which accounts for 77% response rate and thus avoided the problems associated with non-response bias. Eighteen of the twenty-three returned questionnaires which represent 78% were in useable form, while the remaining five which is 22% were not useful as they had incomplete responses, instruments were poorly completed and non-completion of the instrument was equally recorded. This buttresses the case for developing world managers having inadequate knowledge and understanding of management theories propounded in developed parts of the world, the USA in particular, but with the willingness to partake in research studies. Thus, a total of seventy questionnaires were used in both phases of the pilot study. Fifty-eight questionnaires representing 83% were returned in good time, but twenty in all which account for 29% were properly completed and fit for our analysis. This low response rate is not uncommon in research in marketing and market orientation studies in developing countries and studies outside the USA. For instance, Tse, et al. (2003) in a similar study in Hong Kong had 26% response rate, Appiah-Adu (1998) had 37% response rate in a Ghanaian study.

5.2 Main Study Sample and Response Rate

After the pilot study, issues relating to the original questionnaire were resolved; the wording of the instrument items (MKTOR scale) was equally effected to adapt the scales to the Nigerian business environment and enhance understanding. In the main study, questionnaires were administered to five hundred (500) randomly selected sample of managers in various functional units in micro, small, medium and large organisations across industries in Nigeria. Three hundred questionnaires were completed and returned,

which accounts for 60% response rate. After evaluating the returned questionnaires, forty-two (42), 14% of the returned questionnaires were inappropriately and poorly completed and not useable for the study. Therefore, two hundred and fifty-eight (258) usable responses from 180 organisations were obtained. This represents a response rate of 51.6% on which the data analysis was based. This compares favourably to response rates in previous MO studies. For instance, Chelariu, Ouattarra and Dadzie (2002) in Ivory Coast (109 response, 55%), Haugland, Myrtveit and Nygaard (2007) in a Norwegian hotel industry study (110 responses, 21%), Zhang and Duan (2010) China (227 responses, 22.7%), Voola, et al. (2012) Australia (189 responses, 14.7%), Yannopoulos, Auh and Menguc (2012) Canada (216 response, 21.6%).

5.3.0 Descriptive Statistics

5.3.1 The Data File and Variables Studied

The data that will be analysed for this study comes from the Market orientation and organizational performance in Nigeria conducted in Nigeria from June – November 2014. The file contains 258 cases and 48 variables. The variables contain a range of data, including the characteristics of organisations and managers (type of organisation, sector, company ownership structure, size of company, educational level, job function, sex, age, nationality, location of organisation and managerial experience). Other variables relate to level of MO practice, sub-dimensions of MO, innovation, TQM, learning orientation, market and technological turbulence, competitive intensity, organisational performance measures and implementation of MO factors).

5.3.2 Type of Organisations Studied

Table 22 below shows that manufacturing companies account for 43.4% and service organisations form 55% of the organisations sampled. The service firms are about 11.6% more that manufacturing firms and might skew the responses towards this sector (services).

Table 22- Sample by Organisation Type:

Type	Frequency	Percentage (%)
Manufacturing	112	43.4
Service	142	55.0
Others	4	1.6
No Response	Nil	Nil
Total:	258	100

5.3.3 Characteristics of Organisations and their Managers (Gender, Age).

Male managers represent 61.1% and females 38.4% of the managers studied. This is not surprising as males dominate the managerial positions in the country's corporate ladder. While age brackets 30-39 and 40-49, jointly account for 76.7% of the managers, and 69.4% hold a first-degree certificate. This clearly shows that the managers are mature and are university graduates. Also, 54.3% of these managers have between 5-9 years' experience in their jobs, which demonstrates their knowledge of both the job and organisation. Not surprisingly, 96.1% are Nigerians and 2.7% Asians. The low number of foreign managers is due to the difficulty in reaching them for fear of being kidnapped.

Table 23 Profile of Ssurveyed Organizations and their Managers

Sex :	Frequency	Percentage (%)
Male	159	61.6
Female	99	38.4
No Response:	Nil	Nil
Age :		
Below 20	1	0.4
20-29	31	12.0
30-39	87	33.7
40-49	111	43.0
50 and Over	28	10.9
No Response:	Nil	Nil
Total:	258	100
Educational Qualification:		
Primary/Secondary Certificate	3	1.2
NCE/National Diploma	10	3.9
Higher national diploma	32	12.4
First degree (University)	179	69.4
PGD/Master Degree	25	9.7
Doctorate Degree (PhD, DBA)	7	2.7
Professional qualification	1	0.4
Unschool / Vocational training	1	0.4
No Response	Nil	Nil
Total:	258	100
Managers' Years of Experience:		
1-4	59	22.9
5-9	140	54.3
10-14	33	12.8

	Frequency	Percentage (%)
15-20	16	6.2
Over 20	10	3.9
No Response	Nil	Nil
Total:	258	100
Nationality:		
Nigerian	248	96.1
Other African	2	0.8
North American	Nil	Nil
European	1	0.4
Asian	7	2.7
Others	Nil	Nil
Non-response	Nil	Nil
Total	258	100
Years in Nigeria:		
< 1	Nil	Nil
1-3	1	.04
4-5	2	0.8
Over 5 years but less than 10 years	2	0.8
Over 10 years	5	1.9
No Response	248	96.1
Total:	258	100

5.3.4 Managerial Job Functions, Geographical and Sectoral Distribution of Organisations

In total 500 questionnaires were administered in the North, South, West and East regions of the country. The West represented by Lagos returned on 24% of the 100 questionnaires, hence the lowest in the study. This low response is as result of the outbreak of "Ebola" in Nigeria between June and October 2014. Ebola is a highly contagious disease and transmitted through contact, so people were scared of accepting questionnaires. However, the respectable response from South and East jointly make up 59.3%, thus covers the low response rate from Lagos (West). Nonetheless, in general, 51.6% response rate was

achieved, which despite the Ebola and respondent apathy is comparable to response rates of other MO studies globally. In terms of managers', job functions, marketing (25.2%), operations (31.8%) and human resources (22.5%) combined account for 79.5% of the managers surveyed, which gives us some assurance that the respondents are knowledgeable and that their responses are valid. Regarding sectors, Table 22 shows that manufacturing is strongly represented at 42.6%, other services 41.1% and Banking and Finance 13.2%. This spread between manufacturing and other services is necessary to have an appropriate comparison in relation to the effect of MO on organisational performance.

Table 24 Sampling Frame and Geographical distribution of Questionnaires

Regions and Cities sampled	Sample distributed	Returned questionnaires	Percentage (%)	Percentage (%) returned
North (Kaduna)	100	81	81	31.4
South (Port Harcourt) and East (Abakaliki)	300	153	51	59.3
West (Lagos)	100	24	24	9.3
Total	500	258	51.6	100

Table 25 Respondents' Job Functions:

Job Title	Frequency	Percentage (%)
Marketing/Relationship Manager	65	25.2
Manufacturing/Production/Operations Manager	82	31.8
Accounts /finance Manager	27	10.5
Human resources/Administration Manager	58	22.5
Research and Development Manager	17	6.6
Others	9	3.5
Total	258	100

Table 26 Sample by Sector:

Sector	Frequency	Percentage (%)
Manufacturing	110	42.6
Other services	106	41.1
Banking and finance	34	13.2
Public sector	8	3.1
No Response	Nil	Nil
Total:	258	100

5.3.5 Size of Organisation in terms of Number of Employees, Share Capital and Organisational Ownership Structure.

Based on share capital small and medium enterprise (SMEs) jointly represent 59.6%, and large organisations had 40.4%. The high number of SMEs is borne out of the reasoning that they (SMEs) are the engine blocks of any economic development. Also, it was easier to access SMEs, though over 40% of large organisations in our data set is comforting due to the need difficulties experience in reaching them. Based on organisational ownership structure, wholly owned Nigerian companies had 60.5%, public sector 22.9% and quoted, multinationals/foreign companies and joint ventures between Nigeria and foreign firms combined account for 16.7% of the surveyed organisations.

Table 27 Organisational Share Capital

Sector	Frequency	Percentage (%)
Size (Share capital in Naira):		
Small <2 million	55	21.2
Medium 2 and 5 million	99	38.4
Large > 5 million	104	40.4
No Response	Nil	Nil
Total:	258	100

Table 28 Size of Organisation (By Number of Employees):

Size	Frequency	Percentage (%)
Macro 1-9	16	6.2
Small 10-50	85	32.9
Medium 51-300	93	36
Large over 300	64	24.8
No Response:	Nil	Nil
Total	258	100

Table 29 Organisational Ownership Structure:

Ownership Type:	Frequency	Percentage (%)
Indigenous Nigerian private company	156	60.5
Government parastatal/ company	59	22.9
Indigenous Nigerian quoted on the Nigerian Stock Exchange	16	6.2
Multinational/foreign company /subsidiary of a foreign company	15	5.8
Joint venture between Nigerian and foreign firms	12	4.7
No Response	Nil	Nil
Total:	258	

5.3.6 Descriptive of MO and organizational characteristics:

5.3.6A Gender vs. MO Practice: Males score higher in MO than females.

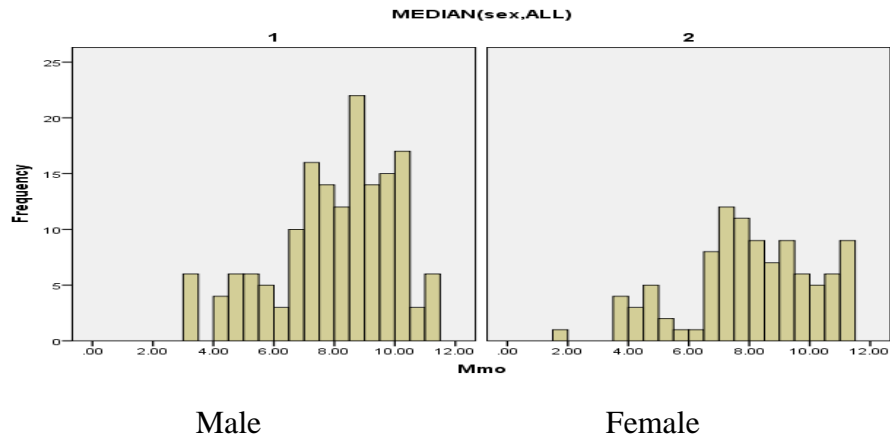


Figure 10: Gender vs. MO practice

5.3.6 B MO practice vs. Type of Organization: Service organisations are more market oriented than both manufacturing and others.

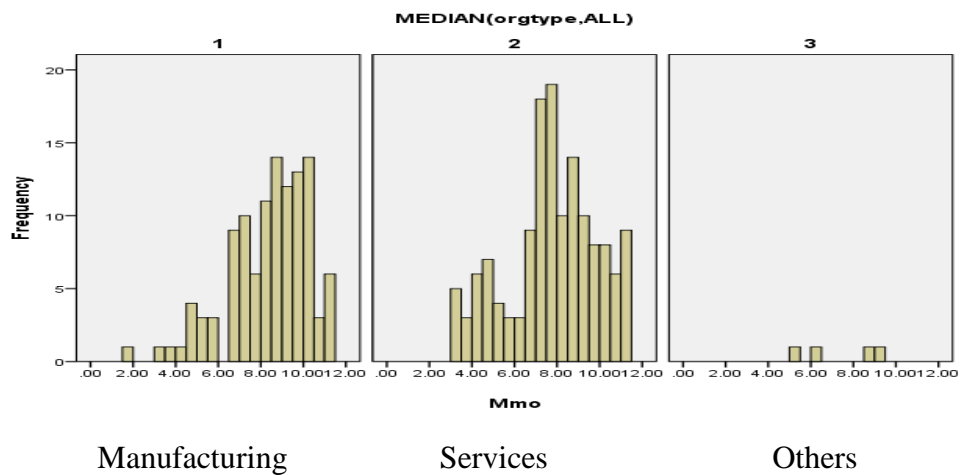


Figure 11: MO practice vs. type of organisation

5.3.6 C MO practice vs. Sector: Service sector ranks highest in MO, while public sector,

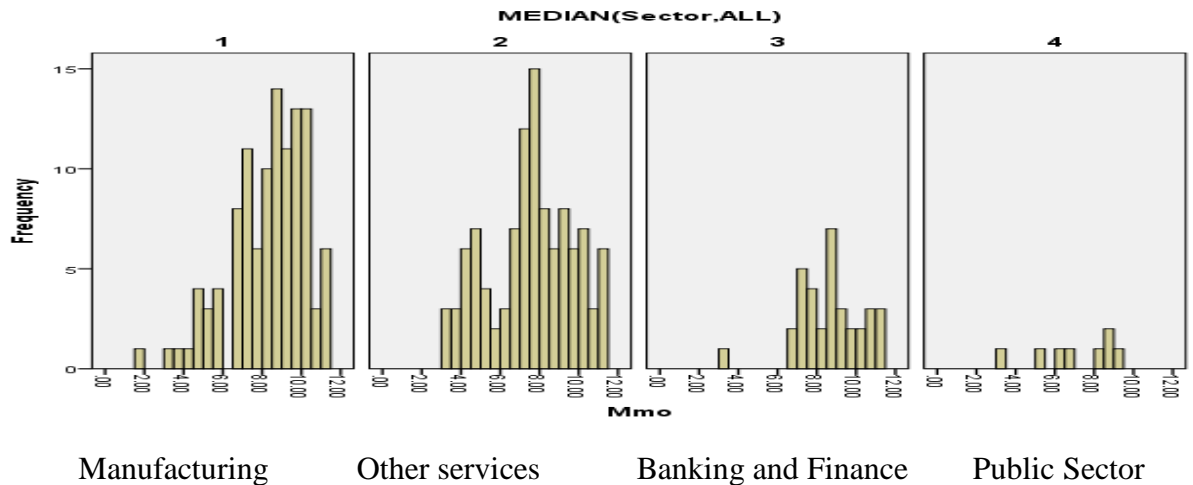


Figure 12: MO practice vs. Sector

5.3.6 D MO practice vs. Job Responsibility: Interestingly, operations managers score highest in the market orientation scale than marketing and other managers.

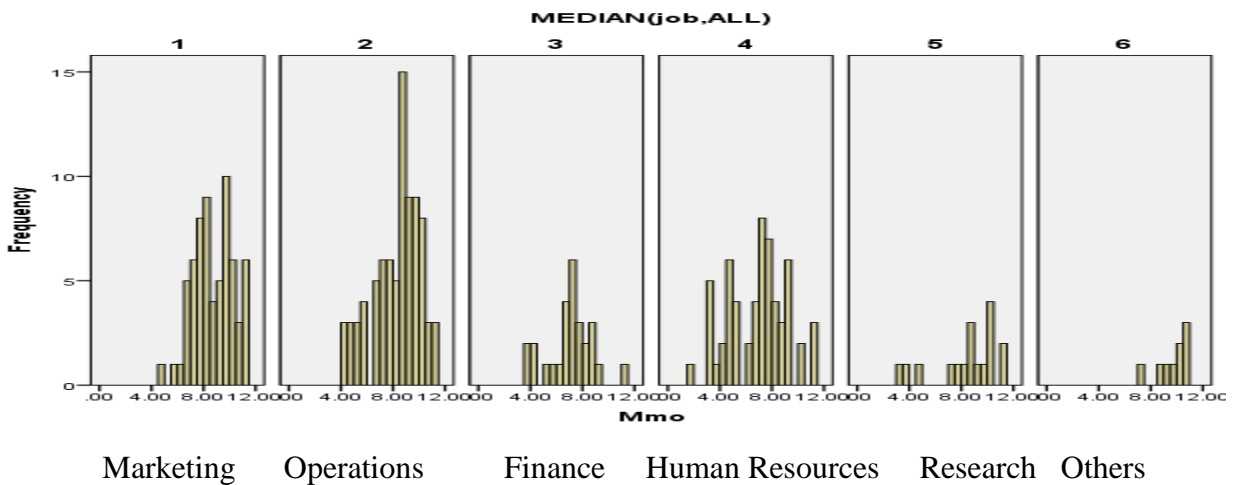


Figure 13: MO practice vs. Job Responsibility

5.3.6E MO practice vs. Organizational Ownership Structure: Indigenous organisations are more market oriented which may be due to their market knowledge.

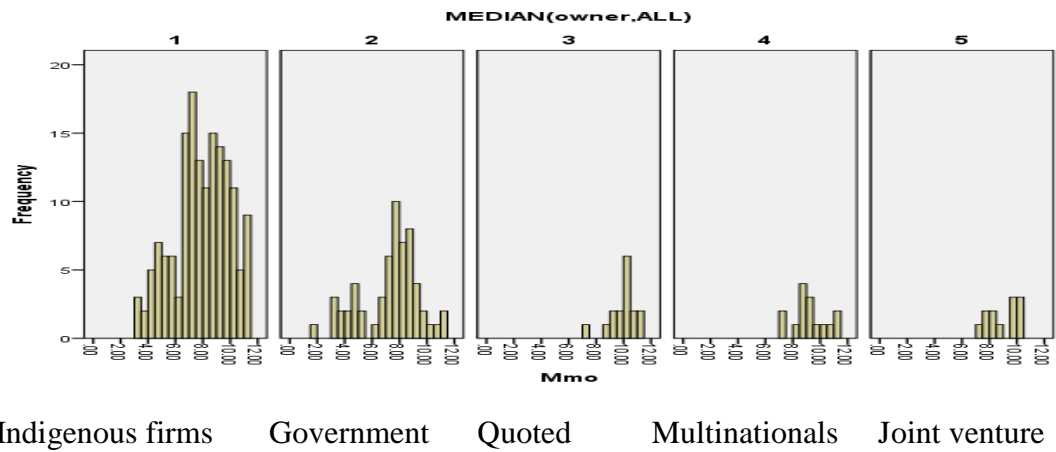


Figure 14: MO practice vs. Organizational Ownership Structure

5.3.6 F MO practice vs. Size of Organization (Number of Employees): Medium-sized firms are more MO

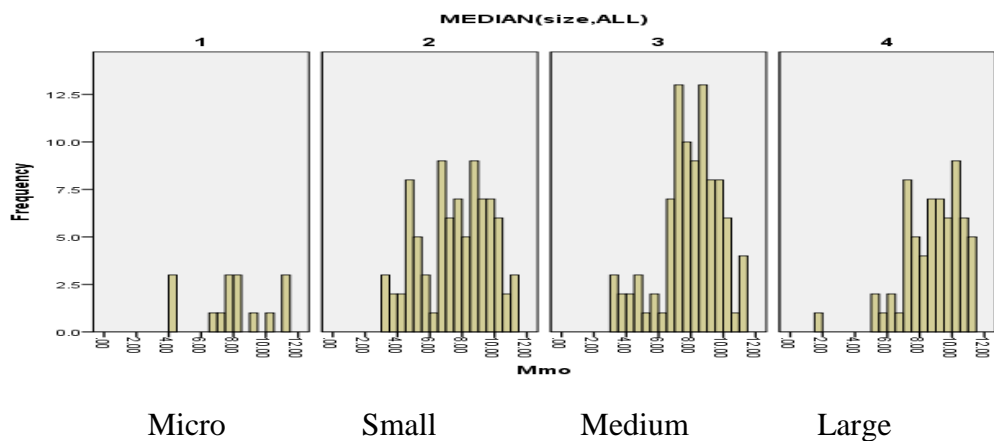


Figure 15: MO practice vs. Size of Organization (Number of Employees)

5.3.6 G BAR GRAPHS: MO practice vs Organization Type: Figure 14: MO, Organization Type, and Location: The line graph suggests that manufacturing organizations are more market oriented than service firms especially in the western and eastern parts of the country.

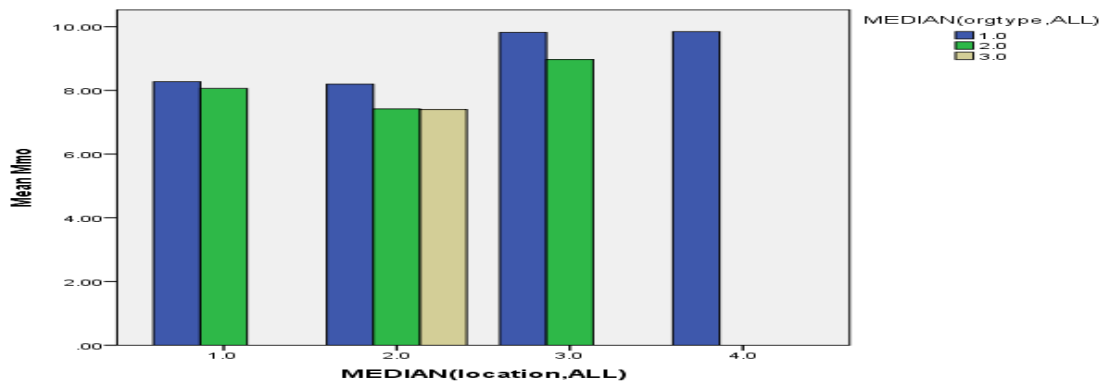


Figure 16: MO, Organization Type and Location

5.3.6. H MO, Size of Organization and Location: It appears that small and large organizations had higher MO scores, and the differences are more pronounced in the west.

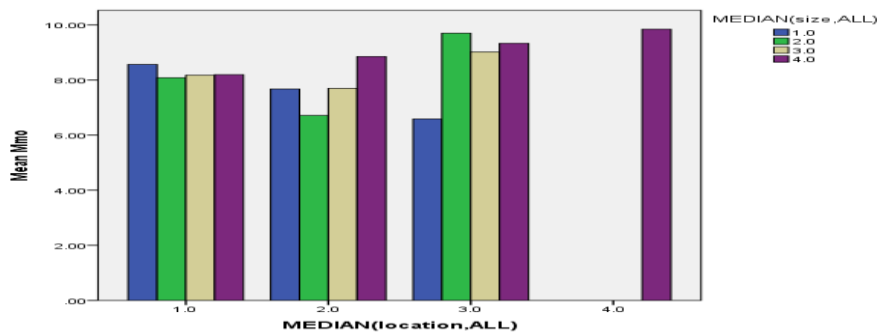


Figure 17: MO, Size of Organization and Location

5.3.6 I MO, Organizational Ownership Structure and Size: the graph (Figure 18) suggests that multinationals and foreign company subsidiaries score higher on the MO scale. While indigenous Nigerian companies quoted on the Nigerian stock exchange and joint venture firms follow closely in their MO practice.

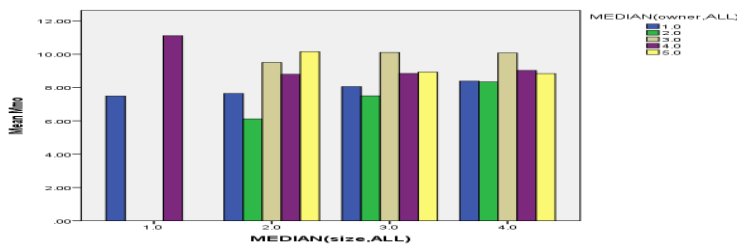


Figure 18 Relationship between MO, ownership structure and firm size (Number of Employees).

5.3.6 J MO, Sector, and Location: Manufacturing organizations are more market oriented than service, banking/finance and public firms. This difference is more pronounced in the west.

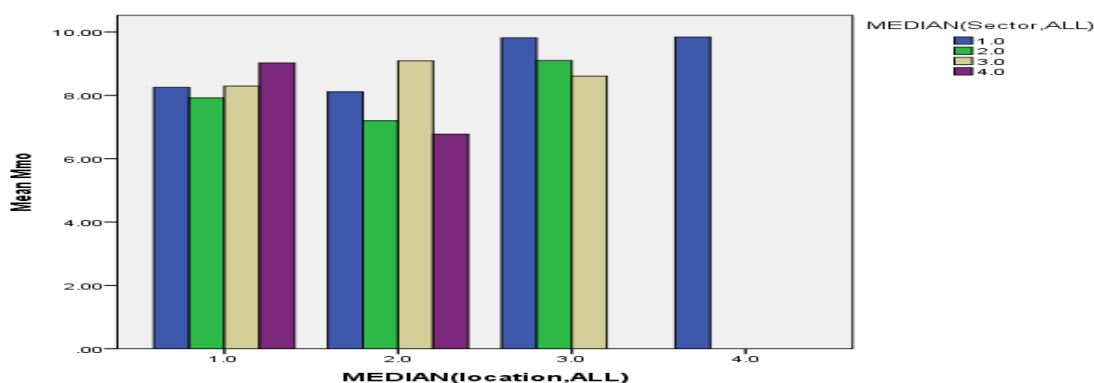


Figure 19 Relationships between MO, Sector and Location

5.4 Testing the Quality of the Quantitative Research and Data

Measurement Analyses: Preliminary data analyses were conducted including item-to-total correlations and exploratory factor analysis (EFA) for each scale to identify any ill-fitting items and uni-dimensionality. Construct validity was tested with confirmatory factor analysis (CFA) in AMOS 21. The methods used are common in MO research (for instance Baker and Sinkula, 1999; Tse, et. al., 2003; Hult, Hurley and Knight, 2004; Wang, Chen and Chen, 2012 used similar procedure). Thus, reliability and validity tests conducted are detailed below.

Reliability Analysis:

With 258 responses from the survey (a sample size of two hundred and fifty-eight (258)), a reliability analysis was conducted to assess internal consistency of measures. The scale reliability values (coefficient of alpha) and item-total correlations are reported in Table 30. Customer orientation items 1 and 6 were deleted because item 1 has a low item to total correlation and item 6 has high alpha if item deleted, hence weak. Competitive intensity Item 6 was deleted because it has high Cronbach's alpha if item deleted and TQM items 3,4,5,7 and 9 were equally deleted for similar reasons. Reliability for all scales exceeded

the .70, the threshold Nunnally (1978) recommended for exploratory research. Thus, internal reliability of scales is established.

Table 30 Reliability Analysis (Cronbach's Alpha Coefficient)

Variables	Total No. of Items	Items removed	Total No. of Items retained	Study Cronbach's Alpha
Customer orientation	6	1 and 6	2,3,4,5	0.715
Competitor orientation	4	None	All	0.726
Inter-functional coordination	5	None	All	0.746
Composite market orientation	15	None	15	0.824
Learning orientation	22	None	22	0.868
Innovation	5	None	5	0.882
Total Quality management	11	3,4,5,7,9	6	0.770
Market turbulence	6	None	6	0.758
Competitive intensity	6	6	5	0.816
Technological turbulence	5	3 and 5	3	0.703
Market growth	3	None	3	0.74
Subjective performance	9	None	9	0.831
MO Implementation	7	None	7	0.872

Convergent Validity: Convergent validity refers to the degree of agreement in two or more measures of the same construct. In this study, three methods were used to assess the convergent validity of the MO measure. The first method is by examining the correlation matrix of the three components of the MO construct; customer orientation, competitor orientation, and inter-functional coordination. Achieving a strong correlation amongst the three components would be an indication that they are convergent on a common construct, hence, providing evidence of convergent validity. As detailed in Table 33, all the correlation coefficients exceed .73 and are significant at $p < .001$.

The second approach is to examine the items factor loadings. Convergent validity is established if items load highly on the factor, 0.7 average (Hair, et al., 2010; Gaskin, 2015). Although, Hair, et .al. (2010) recommend that for sample size from two hundred and fifty (250) factor loading of .35 is sufficient. However, we achieved decent factor loadings considering our sample size, thus, confirms convergent validity.

A third method to assess convergent validity of a measure is to use confirmatory factor analysis (CFA) to evaluate the fit of the proposed measurement model to the covariance or correlation data at hand (Bagozzi and Phillips, 1982). Using structural equation modelling (SEM) technique in AMOS (Arbuckle, 1997) the null model of independence (M_0), which hypothesises that the correlations amongst the three MO components be zero, generated $\chi^2 =$, CMIN/DF= 5.5, PCLOSE: .0000, RMSEA = 2.4, CFI = .59, GFI= .43. This indicates a poor fit of the model with data. The second model provides a better fit of the data is the model that hypothesizes three correlated scores underlying all measurements (M_1). This is shown in figure 20 the relevant parameter estimates and test statistics are detailed in Table 36 the model yielded $\chi^2 =$, CMIN/DF= 2.19, PCLOSE: 2.5, RMSEA = .048, CFI = .975, GFI= .97. The improvement of model M_1 over M_0 is significant at $p < .001$. Hence, M_1 outperforms M_0 . Finally, because composite reliabilities of all constructs exceeded the .7 benchmark, and all average variance extracted (AVE) were greater than .50, the measures demonstrate reliability and convergent validity (Fornell and Larcker, 1981).

Discriminant Validity

Discriminant validity is concerned with the degree to which measures of conceptually distinct constructs differ. In the MO literature to date, discriminant validity has been assessed by the pattern of correlation across vs. within multitrait- multimethod matrix (Campbell and Fiske, 1959). However, recently, just like convergent validity, it has been assessed by analyzing the covariance structure of the data. A method used by Tse, et .al. (2003) Is by comparing the goodness-of –fit statistics for two measurement models, one modelling the three related MO dimensions- CUSTOR, COMFORT AND INTERFUNC as perfectly correlated, (that is, the constrained model, M_c), and the other without any constraints (the unconstrained model M_u). The chi-square difference statistic for the degree to which the unconstrained model improves over the constrained model indicates if the three sub-dimensions of MO achieve discriminant validity. In addition, because there were no cross-loadings amongst the items on the various factors, we established discriminant validity (Lowry and Gaskin, 2014). Importantly, Fornell and Larcker (1981) provide a

strict way of assessing discriminant validity and recommend that the square root of the average variance extracted (AVE) should be greater than inter-construct correlations. Examining the AVE for each of the latent constructs and comparing this with the square of their inter-correlations indicate that discriminant validity was achieved. This was established in this case which shows that the employed scales have achieved acceptable discriminant validity. Since convergent and discriminant validity were adequately established, we have by extension achieved construct validity.

Table 31 Exploratory Factor Analysis for Explanatory and Outcome Variables

Factor	KMO	Bartlett's test of sphericity (≤ 0.05)	Total variance explained ($\geq 50\%$)	Goodness of fit (≤ 0.05)	Communalities	Factor loading (≥ 0.7)	Items Dropped
MO	0.818	0.000	51.34	0.001	0.293 to 0.693	0.47 to 0.81	
CUSTOR	0.71	.000	52.8		0.44 to 0.62	0.66 to 0.78	1 and 6
COMPORT	0.60	0.000	48%		0.314 to 0.65	0.56 to 0.81	
INTERFUNCTION	0.71	0.000	51.4%		0.31 to 0.7	0.58 to 0.83	
LO	0.883	0.000	50.7	0.000	0.29 to 0.80	0.53 to 0.90	3,4,5,6,7,9,12,13,14,17
Innovation	0.837	0.000	62.19	0.000	0.485 to 0.706	0.697 to 0.840	
TQM	0.71	0.000	53.8	0.000	1.5 to 0.75	0.39 to 0.87	1,2,5,6,8
Market Turbulence	0.75	0.000	51.5	0.12	0.32 to 0.69	0.57 to 0.83	4 and 6
Competitive Intensity	0.84	0.000	53.30	0.23	0.31 to 0.59	0.59 to 0.77	6
Technological Turbulence	0.55	0.000	56	0.000	0.13 to 0.90	.35 to 0.99	3 and 5
Market Growth	0.64	0.000	44	0.000	0.3 to 0.67	0.54 to 0.82	None
Factor	KMO	Bartlett's test	Total V.E	Goodness of fit (≤ 0.05)	Communalities	Factor loading (≥ 0.7)	Items Dropped
Subjective performance	0.897	0.000	53.9	0.000	0.434 to 0.67	0.66 to 0.82	8 and 9
MO Implementation	0.85	0.000	51	0.000	0.33 to 0.77	0.57 to 0.88	7

Table 32 EFA Factor Loadings:

Items	Loadings	Items	Loadings
Custor 2	.65	Mktturbu1	.72
Custor3	.73	Mktturbu2	.83
Custor4	.75	Mktturbu3	.57
Custor5	.5	Mktturbu5	.60
Comport1	.71		
Comport2	.63		
Comport4	.65		
Interfunc1	.81	Compint1	.71
Interfunc2	.75	Compint2	.740
Interfunc3	.5	Compint3	.691
		Compint4	.510
		Compint5	.753
LO1	.67		
LO2	.65		
LO8	.64	Techtturbu1	.74
LO10	.57	Techtturbu2	.90
LO11	.56	Techtturbu4	.35
LO15	.60		
Items	Loadings	Items	Loadings
LO16	.75		
LO18	.54		
LO19	.57	Mktgrwth1	.60
LO20	.83	Mktgrwth2	.82
LO21	.90	Mktgrwth3	.54
LO22	.82		
Items	Loadings	Items	Loadings
TQM2	.43	MO Implementation1	.69
TQM3	.40	MO Implementation2	.76
TQM4	.48	MO Implementation3	.88
TQM7	.42	MO Implementation4	.78
TQM10	.86	MO Implementation5	.68
TQM11	.85	MO Implementation6	.57
Subject-perf1	.74	Innovation1	.70

Subject-perf2	.82	Innovation2	.84
Subject-perf3	.75	Innovation3	.79
Subject-perf4	.69	Innovation4	.82
Subject-perf5	.69	Innovation5	.80
Subject-perf6	.79		
Subject-perf7	.66		

Table 33 Correlation Table:

VARIABLEs	MO	CUSTOR	COMPORT	INTERFUNC
MO	1	.78	.85	.79
CUSTOR	.78	1	.74	.83
COMPORT	.85	.74	1	.76
INTERFUNC	.79	.83	.76	1

Table 34 Descriptive Statistics

	Mean	Standard Deviation	N=Sample size
MO	8.02	2.02	258
CUSTOR	.61	.14	258
COMPORT	.54	.19	258
INTERFUNC	.53	.21	258

Table 35 Indices used and Acceptable Standards

PARAMETER:	DECISION RULE:
Internal consistency reliability	0.7
Convergent validity	0.5 and above factor loadings
Discriminant validity	No factor cross-loadings
Uni-dimensional Reliability	0.5 and above factor loadings Model fit (CMIN/DF, RMSEA, GFI, AGFI, CFI, PCLOSE,
Chi-Square (χ^2)	
CMIN/DF	Between 1 and 3
Goodness of Fit Index (GFI)	>.95
Adjusted Goodness of Fit Index (AGFI)	>.95
CFI	>.95
Squared Multiple Correlations (SMC)	
Root Mean Square Residual (RMR)	≤ .05 (Hu and Bentler, 1995)
Root Mean Square Error of Approximation (RMSEA)	<.05 or.06
Path Validity Coefficients	

PCLOSE	>.05 (Joreskog and Sorbom, 1996a)
Probability	

5.4.1 Measurement Model

The structural equation modelling (SEM) technique is employed for analysing the more elaborate models and hypotheses. Consistent with the practice when working with SEM, we start by evaluating how well our model fit the data. Hence, the measurement model. Due to the number of variables and number of indicators, it was not feasible to do a combined confirmatory factor analysis (CFA) model for all variables under study at once in AMOS. Consequently, composite MO model was estimated and then separate estimations for the models of MO, mediating and moderating variables. Thus, CFA models were built using items comprising each scale that survived the exploratory factor analysis (EFA) in SPSS earlier.

It is essential to note that the scales used for this study including MO have been treated as reflective indicators instead of the formative indicator model approach. This approach is based on the reasoning that constructs are deemed to cause or produce the manifest (observed) variables. While estimating the latent variable as a formative indicator assumes that the indicators are presumed to cause the latent variable (Cohen, et al., 1990). This reflective model approach employed in the study is consistent with the widely accepted practice in SEM (Chin, Peterson and Brown, 2008; Hoyle, 2011). Thus, these models and their model fit are described below:

First, the composite MO model is assessed for model fit and model fit indices are presented.

Evaluation of Model Fit for Four Measurement Models:

- Composite MO scale
- Composite MO and subjective performance
- MO, subjective performance, innovation, LO and TQM
- MO, subjective performance, and moderating variables

Composite MO scale Model:

Figure 20 Composite MO CFA Model:

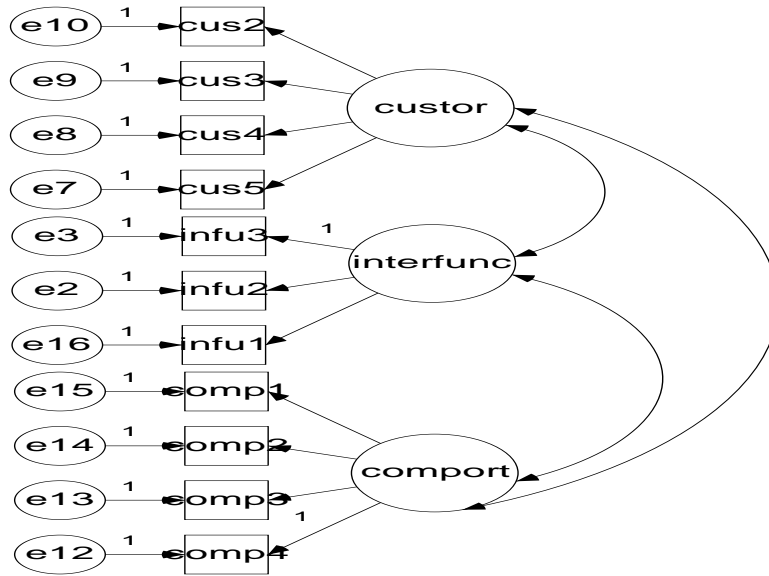


Table 36 Market Orientation Estimation – Overall Model Fit.

DF	CMIN	CMIN/DF	GFI	AGFI	CFI	RMSEA	PCLOSE
		2.19	.97	.93	.975	.048	.25

CMIN/DF= Chi-Square value, GFI= Goodness of Fit Index, RMSEA= Root Mean Square Error of Approximation, CFI= Comparative Fit Index, PCLOSE= Probability value of poor fit, DF= Degrees of Freedom.

The model fit indexes demonstrate good model fit. This was achieved after exploratory factor analysis (EFA), Custor 1 and 6, Comport5 and Infu 4 were dropped due to poor factor loadings.

Composite MO and Subjective Performance Model:

Figure 21: MO and Subjective performance Measurement model

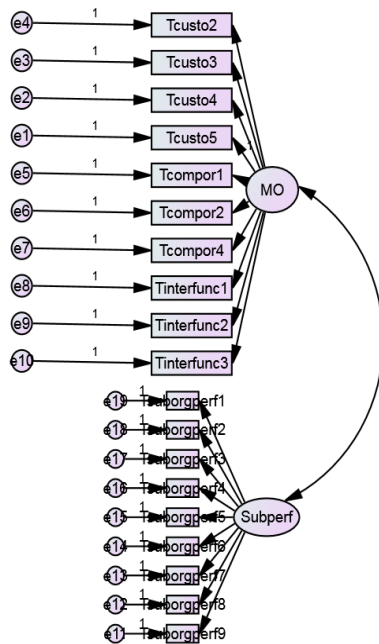


Table 37 Market Orientation and Subjective Performance Estimation – Overall Model Fit.

DF	CMIN	CMIN/DF	GFI	AGFI	CFI	RMSEA	PCLOSE
		2.502	.892	.845	.900	.076	.000

CMIN/DF= Chi-Square value, GFI= Goodness of Fit Index, RMSEA= Root Mean Square Error of Approximation, CFI= Comparative Fit Index, PCLOSE= Probability value of poor fit, DF= Degrees of Freedom.

Due to the size of the sample, a significant PCLOSE is not feasible, so the above model fits the data reasonably well.

MO, Subjective Performance, Innovation, LO and TQM Measurement Model Test:

Figure 22: MO, Subjective Performance, and Mediators Measurement Model

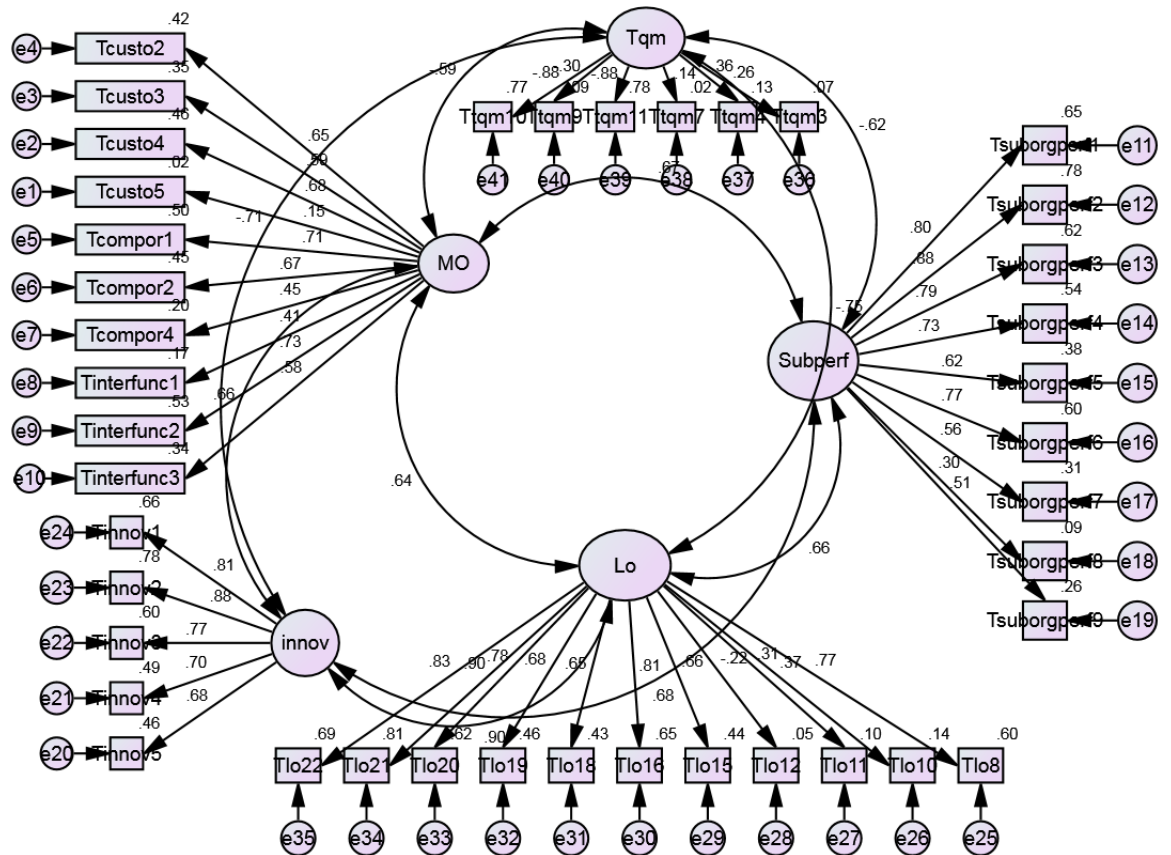


Table 38 MO, Subjective Performance, and Mediators Measurement Model Estimation – Overall Model Fit.

DF	CMIN	CMIN/DF	GFI	AGFI	CFI	RMSEA	PCLOSE
		2.281	.78			.071	.000

CMIN/DF= Chi-Square value, GFI= Goodness of Fit Index, RMSEA= Root Mean Square Error of Approximation, CFI= Comparative Fit Index, PCLOSE= Probability value of poor fit , DF= Degrees of Freedom.

Due to the complexity of the model and size of the sample, a significant PCLOSE is not feasible, so the above model fits the data. However, measures with low loadings were deleted to achieve good model fit.

MO, Subjective Performance, and Moderating Variables Measurement Model:

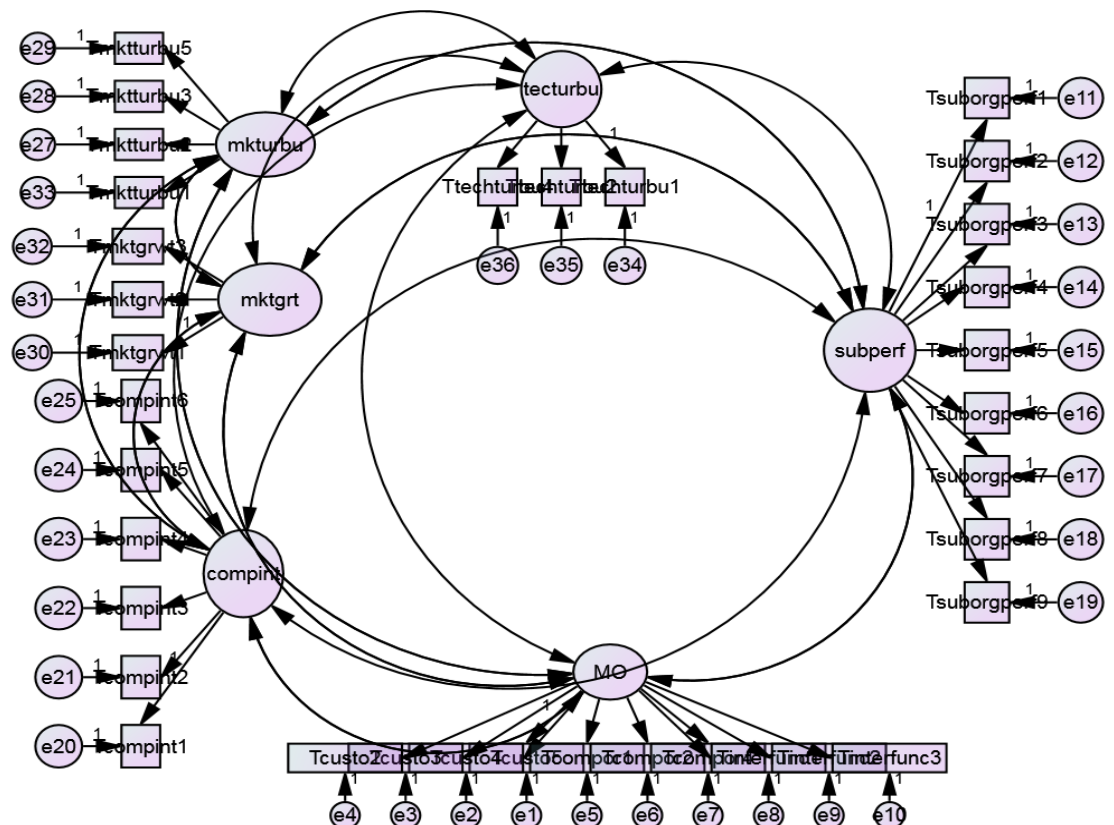
The alternative model generated a poor fit to the data. Below are the fit indexes:

RMSEA= .061, CMIN/DF=1.951 , CFI=.261, GFI=.78, AGFI=.750, PCLOSE=.002.

The null model produced the following indexes:

RMSEA= .058, CMIN/DF=1.951 , CFI=.93, GFI=.794, AGFI=.760, PCLOSE=.015 .

Figure 23: MO, Subjective Performance and Moderating Variables Measurement Model



5.5 Structural Model

Various models that examine the mediating, moderating, moderated mediation and mediated moderation effects on subjective organisational performance linkages are treated. We start with hypotheses test for MO antecedents, objective and subjective performance measures and MO.

5.5.1 Test of Hypotheses (SEM and Regression Analysis)

Data for the study were analysed using a combination of univariate, bivariate, and multivariate data analytical/statistical techniques. Due to the number of explanatory (latent) variables and hypotheses in the study, it is best to divide the research model into smaller more manageable structural models. This approach is ideal for models of this magnitude. Preliminary analyses were conducted and found no violations of normality, linearity, multicollinearity and homoscedasticity assumptions for all hypotheses. Analyses and results are presented below.

5.5.2 Antecedents of Market Orientation Hypotheses

Hypotheses:

H1A: Top management emphasis on market focuss leads to higher levels of MO practice.

H1B: Interdepartmental connectedness and less conflict lead to higher levels of MO

H1C: Organizational systems (reward system, less formalisation, departmentalization and centralisation) lead to higher levels of MO. The relationship between organisational systems and MO is strong and positive and higher organizational systems lead to higher market orientation within organizations.

Standard multiple regression analysis was performed to evaluate the theorized effect of the three antecedents of MO; top management emphasis; the relationship between departments and organizational systems on MO, to ascertain if they individually and jointly predict MO in their individual organizations. The study's results clearly indicate that top management and leadership, interdepartmental conflict, and organisational systems are strong antecedents of MO. Hence, H1A, H1B, and H1C are all is supported (see Table 39). This is consistent with our thesis that top management is needed to support, lead, guide and set clear goals that drive the MO process. Without the commitment, will and passion of senior management, MO might be a mere wish but never achieved ($\beta=0.456, p<.005$). The higher the relationships between departments (interdepartmental dynamics), the lower the conflict among organisational members; which creates the enabling environment for MO to thrive. Thus, H1B is supported ($\beta=0.358, p<.005$). Consequently, organisational systems (rewards, structures) are essential to encourage and set MO in motion in organisations studied. Hence, organisational systems proved to be a good predictor of MO and H1C is equally supported ($\beta=0.352, p<.005$). These findings support the essential role of the hypothesised variables as antecedents of MO.

Table 39 Hypotheses Test of MO and Its Antecedents

Variables	Beta	P-Value	Decision
Top Management and Leadership	.456	.000	H1A Supported
Interdepartmental connectedness	.358	.000	H1B Supported
Organisational system	.352	.002	H1C Supported

5.5.3 Hypotheses relating to Market Orientation and Objective Organizational Performance:

Consistent with the literature/theory and calls from Narver and Slater (1990), the effects of the individual subdimensions of MO and the composite MO (regression model) on the objective performance measures were tested. Logistic regression was employed in testing the hypothesized relationship between sub-dimensions of MO, the composite MO and the objective measures of organizational performance; profitability, overall success, market share, growth rate and business size. To incorporate the five categorical variables relating to objective performance, the variables were dummy-coded variables as per Dawes (2000), Hair, et al. (2010).

Hypotheses:

Hypothesis Two A (H2A): H2A: The relationship between MO, customer orientation, competitor orientation, inter-functional coordination and profitability is positive and significant.

Hypothesis Two B (H2B): H2B: The relationship between MO, customer orientation, competitor orientation, inter-functional coordination and overall success is positive and significant.

Hypothesis Two C (H2C): The relationship between MO, customer orientation, competitor orientation, inter-functional coordination and market share is positive and significant.

Hypothesis Two D (H2D): The relationship between MO, customer orientation, competitor orientation, inter-functional coordination, and growth rate is positive and significant.

Hypothesis two E (H2E): The relationship between MO, customer orientation, competitor orientation, inter-functional coordination and business size is positive and significant.

Although hypotheses; H2A, H2B, H2D and H2E recorded high model fit; Hosmer-Lemeshow Goodness of Fit Test is significant (above .05 threshold) (see Table 40 below for details), hence indicating support for the hypothesised model. However, the Omnibus

Test of Model Coefficients is not significant ($p > .05$). The Cox and Snell R square and Nagelkerke R square provide us with an indication of the amount of variation in the dependent variables explained by the models, which are Pseudo R square statistics in multiple regression analysis. Both measures did not correctly classify cases above the initial SPSS suggested values. Thus, there were no changes in the percentage accuracy in classifications. All variables produced decent odds ratios except for composite MO, which in H2A was .0506, less than the "1" threshold. The Wald values were all greater than the .05 mark. Therefore, none of the independent variables made any unique statistically significant contribution to the predictive ability of the model. Consequently, H2A, H2B, H2D, and H2E are not supported. Nonetheless, in H2C, inter-functional coordination has a significant contribution, Wald= 4.3 and sig. =0 .038. Consequently, hypothesis two C (H2C) is partially supported. Table 40 below details the variables in the equation.

Table 40 Logistic Regression Predicting Likelihood of reporting the effect of the model in predicting profitability.

Variables	B	S.E	Wald	Df	P Sig.	Odds Ratio	95% C.I for Odds Ratio	
							Lower	Upper
Customer orientation	4.27	4.24	1.02	1	.31	71.52	.18	2.88
Competitor orientation	3.55	2.96	1.44	1	.23	34.71	.11	1.13
Inter-functional coordination	2.74	2.60	1.11	1	.29	15.42	.10	2.50
Composite market orientation	-.68	.65	1.11	1	.29	.51	.14	1.80
Constant	-1.46	.69	4.53	1	.033	.23		

Based on the above logistic regression analyses results, the hypothesised model containing the four independent variables; MO, customer orientation, competitor orientation, inter-functional coordination, does not predict organizations' profitability, overall success, growth rate and business size. However, only inter-functional coordination has a significant contribution to predicting market share, while other three predictors did not. Therefore, we conclude that market share is partially predicted by the model in H2C. These results are inconsistent with Dess and Robinson's (1984) and Dawes' (1999b) assertions

that strong convergence exists between subjective and objective company performance measures.

Table 41 Logistic Regression Predicting Likelihood of reporting the effect of the model in predicting organisations' overall success.

Variables	B	S.E	Wald	Df	P Sig.	Odds Ratio	95% C.I for Odds Ratio	
							Lower	Upper
Customer orientation	-4.10	3.87	1.13	1	.29	.17	.00	32.19
Competitor orientation	-2.30	2.70	.73	1	.39	.10	.00	19.96
Inter-functional coordination	-3.21	2.36	1.85	1	.17	.04	.00	4.13
Composite market orientation	.673	.59	1.31	1	.25	1.96	.62	6.21
Constant	-.37	.61	.36	1	.55	.69		

Table 42 Logistic Regression Predicting Likelihood of reporting the effect of the model in predicting market share.

Variables	B	S.E	Wald	Df	P Sig.	Odds Ratio	95% C.I for Odds Ratio	
							Lower	Upper
Customer orientation	13.54	7.38	3.36	1	.067	7.57	.39	1.45
Competitor orientation	8.00	5.04	2.52	1	.112	2.98	.15	5.81
Inter-functional coordination	9.93	4.78	4.32	1	.038	2.04	1.76	2.38
Composite market orientation	-2.15	1.16	3.43	1	.064	.12	.012	1.13
Constant	-3.08	1.12	7.51	1	.006	.05		

Table 43 Logistic Regression Predicting Likelihood of reporting the effect of the model in predicting growth rate.

Variables	B	S.E	Wald	Df	P Sig.	Odds Ratio	95% C.I for Odds Ratio	
							Lower	Upper

Customer orientation	5.20	7.06	.55	1	.46	1.83	0.00	18.67
Competitor orientation	1.32	4.83	.07	1	.79	3.73	0.00	4.81
Variables	B	S.E	Wald	Df	P Sig.	Odds Ratio	95% C.I for Odds Ratio	
							Lower	Upper
Inter-functional coordination	6.00	4.55	1.74	1	.19	4.04	.054	3.03
Composite market orientation	-1.06	1.11	.89	1	.35	.35	.039	3.120
Constant	-.99	.92	1.15	1	.28	.37		

5.5.4 Hypotheses Relating to MO and subjective Performance

Hypotheses:

Hypothesis 3A (H3A): There is a significant relationship between MO and subjective performance

Hypothesis 3B (H3B): There is a significant relationship between customer orientation and subjective performance.

Hypothesis 3C (H3C): There is a significant relationship between competitor orientation and subjective performance.

Hypothesis 3D (H3D): There is a significant relationship between inter-functional coordination and subjective performance.

We applied the standard linear regression analysis to assess the impact of MO, customer orientation, competitor orientation and inter-functional coordination individually on organizations' subjective performance. Although, the uni-dimensionality of the composite MO construct has been established using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) (Hair et al., 2010; Gaskin, 2014), prior research recommends the test of the impact of the sub-dimensions of MO as well as the composite MO (Dawes, 2000; Deng and Dart, 1994, Ward, Girardi and Lewondoska, 2006; Gaur, Vasudevan and Gaur, 2011). To date, this approach has been widely used in MO studies (Ledwith and O'Dwyer, 2009; Chung, 2011).

Hypothesis 3A (H3A): The relationship between MO and subjective performance is positive and significant.

The model R-square = .231, which indicates that the model explains 23.1% variance in the outcome variable and is significant at p-value <.05 (sig. = .000). Beta (β = .48), 48.4%, p-value < 0.05, VIF = 1.0 (< 10). MO makes a strong, positive, unique and statistically significant prediction of subjective performance. Thus, our hypothesized relations between MO and subjective performance, Hypothesis 3A (H3A) is supported.

Influence of control variables: However, consistent with extant research in the field of marketing, some variables including firm size have been found to influence most causal models and need to be controlled (Narver and Slater, 1994). Consequently, to further investigate our hypothesised relationships, we controlled for firm size (in terms of number of employees), firm size (in terms of share capital), ownership structure, sector and type of organization.

Here the hierarchical multiple regression was employed for assessing the effect of MO and the individual sub-dimensions (customer orientation) on subjective performance by controlling the influences /confounding effects of (a) firm size (in terms of number of employees), (b) firm size (in terms of share capital), (c)ownership structure, (d) sector and (e) type of organization.

Then, firm size (in terms of number of employees), firm size (in terms of share capital), ownership structure, sector and type of organization were entered in step 1, explaining 11.9% of the variance in subjective performance, $F=[5, 252]=6.82$, p-value < .001. After entry of MO in step 2, the total variance explained by our model as a whole was 28.7%, $ANOVA=F [6, 251] = 16.82$, p-value <.001, which means the whole model (model1 and 2) is significant. After controlling the influences of the five control variables, R square change = 16.8%, that means MO contributed additional 16.8% variance in subjective performance. Consequently, in this final model, MO and two control variables were statistically significant, with MO (β =.443, $p < .05$), type of organization (β = .203 i.e 20.3%) and size of organization (share capital) (β .176, i.e 17.6%) having a unique contribution to the variance found in subjective performance. Sector, size of firm (in terms of number of employees) and ownership structure became statistically "insignificant". This demonstrates that the type of organisation, size of firm (in terms of share capital) and MO are significant predictors of subjective performance in organisations.

Hypothesis 3B (H3B): The relationship between customer orientation and subjective performance is positive and significant.

The model R-square = .244, which indicates that the model explains 24.4% variance in the outcome variable and is significant at p-value <.05 (sig. = .000), $\beta = .494$, 49.4%, p-value < 0.05, VIF = 1.0 (< 10). Customer orientation makes a strong, positive and statistically significant prediction of subjective performance. Thus, our hypothesized relations between customer orientation and subjective performance, Hypothesis 3B; H3B is supported.

Influence of Control Variables: Firm size (in terms of number of employees), firm size (in terms of share capital), ownership structure, sector and type of organization were entered in step 1, explaining 11.9% of the variance in subjective performance, $F=[5, 252]=6.82$, p-value < .001. After entry of customer orientation in step 2, the total variance explained by our model as a whole was 31.8%, $ANOVA=F [6, 251] = 19.54$, p-value <.001, confirms the significance of the whole model (model1 and 2). After controlling the influences of the five control variables, R square change = .199 i.e., 19.9%, thus customer orientation contributed additional 19.9% variance in subjective performance. Therefore, the final models show that customer orientation and one control variable were statistically significant predictors of subjective performance, with customer orientation ($\beta=.459$, p <.05), size of organization (share capital) ($\beta .227$, i.e 22.7%).

Hypothesis 3C (H3C): The relationship between competitor orientation and subjective performance is positive and significant.

The model's R square = .174, which indicates that the model explains 17.4% variance in the outcome variable and is significant at p-value <.05 (sig. = .000), $\beta = .417$, 41.7%, p-value < 0.05, VIF = 1.0 (< 10). Competitor orientation strongly, positive and significantly predict subjective performance. Hence, the hypothesized relationship between competitor orientation and subjective performance, Hypothesis 3C; H3C is supported.

Influence of Control Variables: Firm size (in terms of number of employees), firm size (in terms of share capital), ownership structure, sector and type of organization were entered in step 1, explaining 11.9% of the variance in subjective performance, $F=[5, 252]=6.82$, p-value < .001. After entry of customer orientation in step 2, the total variance explained by our model as a whole was 23.7%, $ANOVA=F [6, 251] = 13.03$, p-value <.001, confirms that both blocks of models 1 and 2, that is, the whole model to be significant. After controlling the influences of the five control variables, R square change = .118 i.e., 11.8%. Competitor orientation contributed additional 11.8% variance in

subjective performance. The final model shows that competitor orientation and two control variable were statistically significant, with competitor orientation ($\beta=.371$, 37.1%, $p < .05$), size of organization (share capital) ($\beta .207$, i.e 20.7%) and type of organization ($\beta= .187$, 18.7%, $p < .05$).

Hypothesis 3D (H3D): The relationship between inter-functional coordination and subjective performance is positive and significant.

The model's R square = .174, which indicates that the model explains 17.4% variance in the outcome variable and is significant at p -value $< .05$ (sig. = .000), $\beta= .417$, 41.7%, p -value < 0.05 , VIF = 1.0 (< 10). Inter-functional coordination strongly, positively and significantly predict subjective performance. Hence, the hypothesized relationship between inter-functional coordination and subjective performance, Hypothesis 3D; H3D is supported.

Influence of Control Variables: Firm size (in terms of number of employees), firm size (in terms of share capital), ownership structure, sector and type of organization were entered in step 1, explaining 11.9% of the variance in subjective performance, $F=[5, 252]=6.82$, p -value $< .001$. After entry of customer orientation in step 2, the total variance explained by our model as a whole was 15.1%, $ANOVA=F [6, 251] = 7.42$, p -value $< .001$, confirms that both blocks of models 1 and 2, that is, the whole model to be significant. After controlling the influences of the five control variables, R square change = .032 i.e., 3.2%. Inter-functional coordination has made an additional contribution of 3.2% variance in subjective performance. The final model indicates that inter-functional coordination and one control variable were statistically significant, with inter-functional coordination ($\beta=.191$, 19.1%, $p < .05$) and size of organization (share capital) ($\beta .2437$, i.e 243%, p -value $< .05$).

The tests of hypotheses above reveal that MO and its three sub-dimensions individually explain variances in subjective performance, that is, they are good predictors of subjective Performance. Although, inter-functional coordination makes a very weak contribution to the variance in our dependent variable. Thus, the need to test the three MO sub-dimensions in a single combined model.

Single Model Test of Relationship between Customer Orientation, Competitor Orientation, Inter-functional Coordination and Subjective Performance.

The model's R square = .284, which indicates that the model explains 28.4% variance in the outcome variable and is significant at p-value <.05 (sig. = .000). Customer orientation (β = .383, 38.3%, p-value < 0.05, VIF = 1.348 (< 10, competitor orientation (β =.232, i.e 23.2%, p-value <.05, VIF=1.715), while the contribution of inter-functional coordination was not statistically significant at p >.05, VIF=1.515. This reveals that in a combined model only customer orientation and competitor orientation are significant, with inter-functional coordination dropping out of relevance. Thus, organizations that combine these three sub-dimensions of MO may not get any use from inter-functionally coordinating their affairs. In this instance, H3B and H3C are supported, but H3D is not supported.

Influence of Control Variables in the Combined Model: Firm size (in terms of number of employees), firm size (in terms of share capital), ownership structure, sector, and type of organization were entered in step 1, explaining 11.9% of the variance in subjective performance, $F=[5, 252]=6.82$, p-value < .001. After entry of customer orientation, competitor orientation, and inter-functional coordination in step 2, the total variance explained by our model as a whole increased to 34.4%, $ANOVA=F [8, 249] = 16.3$, p-value <.001. This confirms that both blocks of models 1 and 2, that is, the whole model is significant. After controlling the influences of the five control variables, R square change = .225 i.e., 22.5%. Meaning the three variables jointly have made additional 22.5% contribution in the variance of subjective performance. The final model indicates that customer orientation (β = .382, 38.2%, p-value < .05), competitor orientation (β =.211, 21.1%, p<.05) and size of organization (share capital) (β .201, i.e 20.1%, p-value < .05). Amazingly, inter-functional coordination and other control variables were not statistically significant. Meaning that regardless of the control variables, customer, and competitor orientation are strong predictors of subjective performance but inter-functional coordination is not.

5.6 Moderation Variables and the MO-Organizational Performance Relationship

In this phase of the data analysis, we test the effects of moderating variables using moderated multiple regression analysis (**MMRA**). This is essential to enable me to ascertain the impact of moderation effects on three various levels of the moderators. MMRA is widely used in MO moderation studies (Subramanian, Kumar and Strandholm, 2009; Chung, 2011), and is preferred over the moderated structural equation modelling (SEM) due to sample size limitations (Gaur, Vasudevan and Gaur, 2009). The use of SEM for testing moderation (interaction) effect requires the creation of multiple indicators for

the interaction term by multiplying each indicator of every interaction variable by each indicator of the other interaction variable. With this approach, a large number of indicators for the interaction term emerge, which increases the sample size requirement for conducting SEM. Based on the sample size limitations, we believe moderated regression would be more appropriate for the present study.

Preliminary analyses of the correlations between the independent and dependent variables were conducted. The assessment of the values suggests no violations of linearity, homoscedasticity, and normality. Nevertheless, there was a high correlation between the interaction terms and the main effect variables, increasing multicollinearity concerns. Thus, the mean centering procedure was used to attenuate the variance inflation factor (VIF) for each variable used for the various regression models where interaction terms were included (Aiken and West, 1991; Chung, 2011). This is required to eliminate the non-essential problem of multicollinearity between our dependent variable (subjective performance), moderators (environmental factors) and the product of IV and Moderator (IV \times moderators) (Cohen, et al., 2003; Rose, et al., 2004; Wu and Zumbo, 2008). Consequently, collinearity amongst the variables was tested by calculating the VIF for each of the regression coefficients. The VIF values range from 1.33 to 1.57 which is well below the 10 cutoff recommended by Neter, Wasserman and Kutner (1985), Yannopoulos, Auh and Menguc (2012). It is essential to clarify that the mean-centering minimises the threat of multicollinearity. Though, Echambadi and Hess (2007, p. 443) posit that, "uncentered and mean-centered models are statistically equivalent".

5.6.1 Moderation Effect of Market Turbulence on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.

Hypotheses Testing:

H4A: Market turbulence moderates the MO-subjective performance relationship.

H4B: Market turbulence moderates the customer orientation-subjective performance

H4C: Market turbulence moderates the competitor orientation-subjective performance

H4D: Market turbulence moderates the inter-functional coordination-subjective performance

Table 44 below details the results of the moderated multiple regression analysis of market turbulence moderating the effects of MO, and its three sub-dimensions on subjective organizational performance. H4A posits that market turbulence will moderate the MO-subjective performance relationship. The figure in model one shows that more market-oriented organizations achieve higher levels of subjective performance under conditions of high market turbulence, less in lower levels of market turbulence and least in "moderate levels" of the moderator. In model 1, with the introduction of the interaction term, R^2 changes from .285 to .291. Thus, indicates a small effect size of .006, which is consistent with effect size for moderation (Chaplin, 1991). Hence, power analysis to detect "*moderation effect*" conducted yielded observed statistical power of 1 above the recommended .8 threshold (Cohen, 1980). However, this interaction between MO and market turbulence was found to be very weak and not statistically significant ($\beta=.079$, $p > .05$). Therefore, H4A is not supported.

Model 2 shows that Subjective performance was hypothesized to increase when market turbulence moderates its relationship with customer orientation. The interaction effect in this model was weak and not statistically significant ($\beta=.114$, $p > .05$), this does not support H4B. H4C hypothesized that the relationship between competitor orientation and subjective performance would be moderated by market turbulence. Although the moderator variable is a good predictor, the multiplicative interaction term is weak and not statistically significant ($\beta=.065$, $p > .05$). Consequently, H4C is not supported. Finally, model 4; H4D conjectures that market turbulence will moderate the inter-functional coordination-subjective performance relations. The moderator (market turbulence) predicts 41.8% ($\beta= 0.418$, $p < .05$) of the variance in subjective performance. While, inter-functional coordination ($\beta=.088$, $p > .05$) and the interaction term ($\beta=.043$, $p > .05$) are very weak predictors and are not statistically significant. Hence, H4D is not supported.

The above results indicate that market turbulence is not a good moderator of the hypothesized relationships above. We did not find empirical support for all four hypotheses (H4A, H4B, H4C and H4D). Therefore, there is no support for the moderating role of market turbulence. These are surprising findings and contrary to most of the prior research in MO domain. The results equally demonstrate that our postulated model is incongruent with the established theoretical and conceptual postulations. This might be due majorly to contextual differences between Nigeria and other countries.

Table 44 Results of Moderated Multiple Regression Analysis of Hypotheses: Moderation Effect of Market Turbulence on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.

Independent Variables	Subjective performance	Decision Rule:	Independent Variables	Subjective performance	Decision Rule:
Model 1		H4A Not Supported	Model 2		H4B Not Supported
Market orientation (β)	.355 ^{***}		Customer Orientation (β)	.411 ^{***}	
Market turbulence (β)	.275		Market turbulence (β)	.321	
Interaction term	.079 (<i>ns</i>)		Interaction term	.114 (<i>ns</i>)	
Multiple R	.539		Multiple R	.585 ^{***}	
R²	.291		R²	.342	
Adjusted R²	.282		Adjusted R²	.334	
F-Value	34.702 ^{***}		F-Value	44.01 ^{***}	
Model 3		H4C Not supported	Model 4		H4D Not supported
Competitor Orientation (β)	.27 ^{**}		Inter-functional coordination (β)	.088 ^{***}	
Market turbulence (β)	.327		Market turbulence (β)	.418	
Interaction term	.065 (<i>ns</i>)		Interaction term	.043 (<i>ns</i>)	
Independent Variables	Subjective Performance	Decision Rule:	Independent Variables	Subjective performance	Decision Rule:

	e				
Multiple R	.509		Multiple R	.454 ^{***}	
R²	.259		R²	.206	
Adjusted R²	.251		Adjusted R²	.197	
F-Value	29.64		F-Value	22.03	

Notes: (a) N=258, (b) ^{*} $p < 0.05$ (c) ^{**} $p < 0.01$ (d) ^{***} $p < 0.001$ (d) **Dependent variable= subjective performance** (e) **standardized regression coefficient** (f) **Not statistically significant (ns).**

5.6.2 Moderation Effect of Competitive intensity on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.

H5A: Competitive intensity strengthens the relationship between MO and subjective performance.

In model 5, MO ($\beta = .419$, $p < .05$), competitive intensity ($\beta = .210$, $p < .05$), interaction effect (beta=.076 (7.6%) (indirect effect), $p > .05$). In addition, effect size =.002 and there were no cases of multicollinearity as VIF values range from 1.098 to 1.280. Power analysis conducted to detect possible moderation effects reveals sufficient statistical power of the sample size. Although, in figure 102, we find that the correlation between MO and subjective performance under low competitive intensity= $R^2 = .122$ ($\sqrt{.122} = .35$), moderate competitive intensity = $R^2 = .219$ ($\sqrt{.219} = .47$) and high competitive intensity= $R^2 = .124$ ($\sqrt{.124} = .35$). This means that during periods of moderate competitive intensity, the correlation between MO and subjective performance is strongest. However, the interaction effect in the model is statistically not significant at $p > .05$. Therefore, H5A is not supported.

H5B: Competitive intensity strengthens the relationship between customer orientation and subjective performance.

Model 6 details the hypothesized interaction effect of competitive intensity on the MO-subjective performance links. Customer orientation ($\beta = .451$, $p < .05$), competitive intensity ($\beta = .257$, $p < .05$), interaction effect (beta=.081 (8.1%), $p > .05$). In addition, effect size =.006, VIF values range from 1.105 to 1.171. Power analysis yields good statistical power above the 0.8 threshold. Figure 103 shows that the correlation between MO and subjective performance under low competitive intensity= $R^2 = .188$ ($\sqrt{.188} =$

.433), moderate competitive intensity = $R^2 = .306$ ($\sqrt{.31} = .55$) and high competitive intensity = $R^2 = .104$ ($\sqrt{.104} = .32$). Again, this demonstrates that during periods of moderate competitive intensity, the correlation between customer orientation and subjective performance is strongest. Nevertheless, the interaction effect for the model is not statistically significant at $p > .05$. Therefore, H5B is not supported.

H5C: Competitive intensity strengthens the relationship between competitor orientation and subjective performance.

In model 7 competitor orientation ($\beta = .326$, $p < .05$), competitive intensity ($\beta = .247$, $p < .05$), interaction effect ($\beta = .029$ (2.9%) $p > .05$). In addition, effect size = .002, VIF values range from 1.078 to 1.208. Power analysis yields good statistical power above the 0.8 threshold. Figure 104 shows that the correlation between MO and subjective performance under low competitive intensity = $R^2 = .059$ ($\sqrt{.059} = .24$), moderate competitive intensity = $R^2 = .16$ ($\sqrt{.16} = .4$) and high competitive intensity = $R^2 = .095$ ($\sqrt{.095} = .31$). This is not surprising as competitor orientation has a weak correlation with subjective performance. Consequently, it shows that the correlation between competitor orientation and subjective performance is strongest during periods of moderate competitive intensity. Nevertheless, the interaction effect for the model is not statistically significant at $p > .05$. Therefore, H5C is not supported.

H5D: Competitive intensity strengthens the relationship between inter-functional coordination and subjective performance.

Model 8 depicts inter-functional coordination ($\beta = .149$, $p < .05$), competitive intensity ($\beta = .308$, $p < .05$), interaction effect ($\beta = -0.011$ (1.1%) $p > .05$). It appears that the interaction term in the hypothesized relationship has a negative effect. Thus, ordinarily, interaction of inter-functional coordination and subjective performance tend to decline in periods of competitive intensity. In addition, effect size = .006, VIF values range from 1.060 to 1.228. A power analysis yields adequate statistical power above the 0.8 threshold. Figure 105 shows that the correlations between MO and subjective performance under low competitive intensity = $R^2 = .045$ ($\sqrt{.045} = .21$), moderate competitive intensity = $R^2 = .023$ ($\sqrt{.023} = .15$) and high competitive intensity = $R^2 = .002$ ($\sqrt{.002} = .044$). Noticeably, it shows that the correlation between inter-functional coordination and subjective performance is strongest during periods of low competitive intensity. Nonetheless, the

interaction effect for the model is not statistically significant at $p > .05$. Thus, H5D is not supported.

Table 45 Results of Moderated multiple Regression Analysis of Hypotheses: Moderation Effect of Competitive intensity on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.

Independent Variables	Subjective Performance	Decision Rule:	Independent Variables	Subjective performance	Decision Rule:
Model 5		H5A Not Supported	Model 6		H5B Not Supported
Market orientation (β)	.419 ^{***}		Customer Orientation (β)	.451 ^{***}	
Competitive intensity (β)	.210		Competitive intensity (β)	.257	
Interaction term	.076 (ns)		Interaction term	.081 (ns)	
Multiple R	.522		Multiple R	.5857 ^{**}	
R ²	.273		R ²	.310	
Adjusted R ²	.264		Adjusted R ²	.302	
F-Value	31.74 ^{***}		F-Value	38.029 ^{***}	
Model 7		H5C Not supported	Model 8		H5D Not supported
Competitor Orientation (β)	.326 ^{***}		Inter-functional coordination (β)	.149 ^{***}	
Competitive intensity (β)	.245		Competitive intensity (β)	.308	
Interaction term	.029 (ns)		Interaction term	-0.11(ns)	
Multiple R	.472		Multiple R	.393 ^{***}	
R ²	.223		R ²	.154	
Adjusted R ²	.214		Adjusted R ²	.144	
F-Value	24.29		F-Value	15.44	

Notes: (a) N=258, (b) ^{*} $p < 0.05$ (c) ^{**} $p < 0.01$ (d) ^{***} $p < 0.001$ (e) Dependent variable= subjective performance (f) standardised regression coefficient (g) Not statistically significant (ns)

5.6.3 Moderation Effect of Technological Turbulence MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.

Hypotheses H6A, H6B, H6C and H6D

H6A: Technological turbulence moderates the MO-subjective performance relations i.e the greater the technological turbulence, the weaker the relations between market orientation and performance.

In model 9 MO ($\beta = .491$, $p < .05$), technological turbulence ($\beta = -.099$, $p > .05$, hence not statistically significant), interaction effect (beta=-.024 (-2.4%) (indirect effect), $p > .05$), $R^2 = .242$. In addition, effect size =.001 and VIF values are between 1.038 and 1.138. Power analysis generates sufficient statistical power above the 0.8 threshold. Figure 106 shows that the correlation between MO and subjective performance under low technological turbulence= $R^2 = .373$ ($\sqrt{.373} = .61$), moderate technological turbulence = $R^2 = .224$ ($\sqrt{.224} = .47$) and high technological turbulence = $R^2 = .118$ ($\sqrt{.118} = .34$). With this result, it is apparent that at lower levels of technological turbulence, MO has a strong correlation with subjective performance. Despite this, the interaction effect for the model is not statistically significant at $p > .05$. Therefore, we have not found empirical support for H6A.

H6B: Technological turbulence moderates the customer orientation- subjective performance relations i.e the greater the technological turbulence, the weaker the relations between market orientation and performance.

This model has customer orientation ($\beta = .483$, $p < .05$), technological turbulence ($\beta = .10$, $p > .05$, hence not statistically significant), interaction effect (beta=-.053 (-5.3%) (indirect effect), $p > .05$), $R^2 = .247$. In addition, effect size =.003 and VIF values are between 1.025 and 1.073. Power analysis reveals statistical power sufficient for the analysis and above the 0.8 recommended threshold (Cohen, 1980). Figure 107 shows that the correlation between MO and subjective performance under low technological turbulence= $R^2 = .427$ ($\sqrt{.427} = .65$), moderate technological turbulence = $R^2 = .202$ ($\sqrt{.202} = .45$) and high technological turbulence = $R^2 = .125$ ($\sqrt{.125} = .35$). It would suggest that at lower levels of technological turbulence, customer orientation leads to higher subjective performance. Notwithstanding, this effect and that of the interaction term are not statistically significant at $p > .05$. Therefore, H6B is not supported.

H6C: Technological turbulence moderates the competitor orientation- subjective performance relations i.e the greater the technological turbulence, the weaker the relations between market orientation and performance.

Within model 11, competitor orientation ($\beta = .426$, $p < .05$), technological turbulence ($\beta = -.074$, $p > .05$, not statistically significant), interaction effect (beta=-.004 (-.04%) (indirect effect), $p = > .05$), $R^2 = .179$. Additionally, a zero effect size was recorded (no change in R^2 prior to and on inclusion of the interaction term) and VIF values are between 1.019 and 1.070. Power analysis produced 0.99 observed statistical power, above the 0.8 recommended threshold, hence, sufficient for analysis (Cohen, 1980). Figure 108 shows that the correlation between MO and subjective performance under low technological turbulence = $R^2 = .117$ ($\sqrt{.117} = .34$), moderate technological turbulence = $R^2 = .124$ ($\sqrt{.124} = .35$) and high technological turbulence = $R^2 = .171$ ($\sqrt{.171} = .41$). Correlations between competitor orientation and technological turbulence seem stronger at high levels of technological turbulence but have negative contributions to the model. Accordingly, the effect of technological turbulence and that of the interaction term are not statistically significant at $p > .05$. Therefore, H6C is not supported.

H6D: Technological turbulence moderates the inter-functional coordination- subjective performance relations i.e the greater the technological turbulence, the weaker the relations between market orientation and performance.

Model 12 shows inter-functional coordination ($\beta = .308$, $p < .05$), technological turbulence ($\beta = -.153$, $p < .05$, interaction effect (beta=-.123 (-.12.3%) (Indirect effect), $p = < .05$, statistically significant), $R^2 = .106$. Importantly, effect size of 0.011 was recorded and VIF values are between 1.039 and 1.212. Power analysis yielded 0.99 observed statistical power, which is well above the 0.8 recommended threshold. Hence, sufficient power for analysis is demonstrated (Cohen, 1980). Figure 24 shows that the correlation between inter-functional coordination and subjective performance under low technological turbulence = $R^2 = .203$ ($\sqrt{.203} = .45$), moderate technological turbulence = $R^2 = .063$ ($\sqrt{.063} = .25$) and high technological turbulence = $R^2 = .019$ ($\sqrt{.019} = .14$). The correlation between inter-functional coordination and subjective performance seems stronger at lower levels of technological turbulence. This implies that inter-functional coordination is a stronger predictor of subjective performance under conditions of low technological turbulence. However, both inter-functional coordination and the interaction term negatively contribute to the model. Thus, as inter-functional coordination increases, subjective performance decreases. This suggests that in low technologically turbulent market conditions, interfunctional coordination performance but will increase it in high technologically turbulent times. Accordingly, the effect of technological turbulence and

that of the interaction term are statistically significant at $p < .05$. A moderation effect is present in the model and technological turbulence is thus a quasi- moderator of the hypothesized relationship. Therefore, H6D is supported.

Figure24: The Interaction effect of Technological Turbulence on inter-function coordination -Subjective Performance Relations.

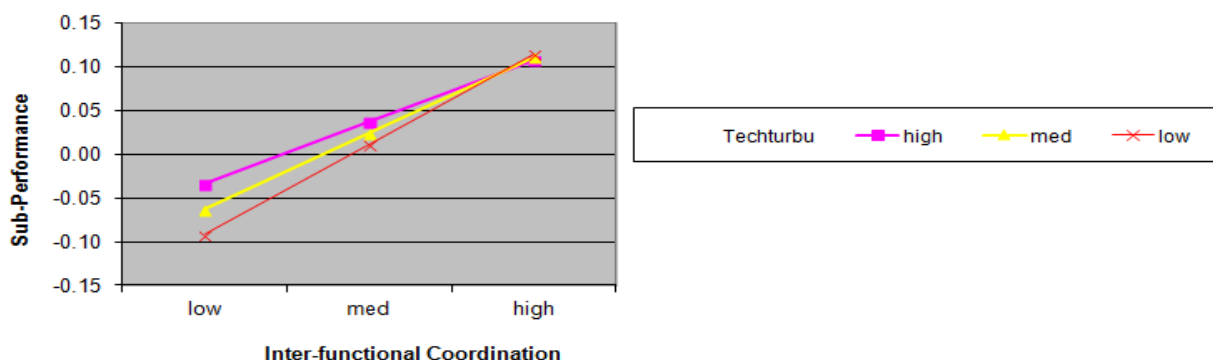


Table 46 Results of Moderated multiple Regression Analysis of Hypotheses: Moderation Effect of Technological Turbulence on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.

Independent Variables	Subjective Performance	Decision Rule:	Independent Variables	Subjective performance	Decision Rule:
Model 9		H6A Not Supported	Model 10		H6B Not Supported
Market orientation (β)	.491 ^{***}		Customer Orientation (β)	.483 ^{***}	
Technological turbulence (β)	-.099		Technological turbulence (β)	.010	
Interaction term	-.024(<i>ns</i>)		Interaction term	-.053 (<i>ns</i>)	
Multiple R	.492		Multiple R	.497 ^{**}	
R ²	.242		R ²	.247	
Adjusted R ²	.233		Adjusted R ²	.238	
F-Value	.27.02 ^{***}		F-Value	27.77 ^{***}	
Independent Variables	Subjective Performance	Decision Rule:	Independent Variables	Subjective performance	Decision Rule:
Model 11		H6C Not supported	Model 12		H6D IS SUPPORTED
Independent Variables	Subjective Performance	Decision Rule:	Independent Variables	Subjective performance	Decision Rule:

Competitor Orientation (β)	.426 ^{***}		Inter-functional coordination (β)	.308 ^{***}	
Technological turbulence (β)	-.074		Technological turbulence (β)	-.153	
Interaction term	-.004 (<i>ns</i>)		Interaction term	-.123(<i>ss</i>)	
Multiple R	.423		Multiple R	.325 ^{***}	
R²	.179		R ²	.106	
Adjusted R²	.169		Adjusted R ²	.095	
F-Value	18.47		F-Value	10.01	

Notes: (a) N=258, (b) * $p < 0.05$ (c) ** $p < 0.01$ (d) *** $p < 0.001$ (d) Dependent variable= subjective performance (e) standardized regression coefficient (f) Not statistically significant (ns) (g) Statistically significant (ss).

5.6.4 Moderation Effect of Market Growth on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.

Hypotheses 7A, 7B, 7C and 7D

H7A: Market growth significantly moderates the MO-subjective performance relations i.e the greater the market growth, the weaker the relations between market orientation and performance.

Model 13 MO ($\beta = .465$, $p < .05$), market growth ($\beta = .089$, $p > .05$, not statistically significant), interaction effect (beta=.075 (7.5%) (indirect effect), $p = > .05$), $R^2 = .231$. In addition, effect size =.004 and VIF values are between 1.231 and 1.492. Sufficient statistical power above 0.8 threshold value was achieved. Figure 110 shows that the correlation between MO and subjective performance under low market growth = $R^2 = .268$ ($\sqrt{.268} = .52$), moderate market growth = $R^2 = .150$ ($\sqrt{.150} = .39$) and high technological turbulence = $R^2 = .111$ ($\sqrt{.111} = .33$). From the figure, MO seems to be better predictor of subjective performance in conditions of low market growth. However, both market growth and the interaction term effects are not statistically significant. $p > .05$. Consequently, H7A is not supported.

H7B: Market growth significantly moderates the customer orientation-subjective performance relations i.e the greater the market growth, the weaker the relations between market orientation and performance.

In model 14 customer orientation ($\beta = .468$, $p < .05$), market growth ($\beta = .134$, $p < .05$, statistically significant), interaction effect (beta=.075 (7.5%) (indirect effect), $p = > .05$), $R^2 = .262$. Effect size was 0.004 and VIF values are between 1.181 and 1.330. The test recorded adequately statistical power above 0.8 threshold value. Figure 111 shows that the correlation between MO and subjective performance under low market growth = $R^2 = .303$ ($\sqrt{.303} = .55$), moderate market growth = $R^2 = .196$ ($\sqrt{.196} = .44$) and high market growth = $R^2 = .085$ ($\sqrt{.085} = .29$). The figure indicates that customer orientation tend to cause an increase in subjective performance in conditions of low market growth. Despite this, the moderating variable was significant but the interaction term was not statistically significant $p > .05$. **Consequently, H7B is not supported.**

H7C: Market growth significantly moderates the competitor orientation-subjective performance relations i.e the greater the market growth, the weaker the relations between market orientation and performance.

Model 15 details competitor orientation ($\beta = .367$, $p < .05$), market growth ($\beta = .176$, $p < .05$, statistically significant), interaction effect (beta=.093 (9.3%) (indirect effect), $p = > .05$), $R^2 = .203$. Effect size was 0.008 and VIF values are between 1.082 and 1.236. Adequately statistical power above 0.8 threshold value was recorded. Figure 112 shows that the correlation between competitor orientation and subjective performance under low market growth = $R^2 = .111$ ($\sqrt{.111} = .33$), moderate market growth = $R^2 = .136$ ($\sqrt{.136} = .37$) and high market growth = $R^2 = .127$ ($\sqrt{.127} = .36$). It could be inferred from the chart that competitor orientation increases subjective performance in markets with moderate growth. Although, this effect is not statistically significant. The moderating variable was significant yet the interaction term was not statistically significant $p > .05$. Hence, H7C is not supported.

H7D: Market growth significantly moderates the inter-functional coordination-subjective performance relations i.e. the greater the market growth, the weaker the relations between market orientation and performance.

Model 16 details competitor orientation ($\beta = .147$, $p < .05$), market growth ($\beta = .206$, $p < .05$, statistically significant), interaction effect (beta=-.061 (-6.1%) (indirect effect), $p = > .05$), $R^2 = .115$. Effect size was 0.002 and VIF values are between 1.29 and 1.491. Adequately statistical power above 0.8 threshold value was recorded. Figure 113 shows that the correlation between competitor orientation and subjective performance under low

market growth = $R^2 = .165$ ($\sqrt{.165} = .41$), moderate market growth = $R^2 = .46$ ($\sqrt{.46} = .68$.) and high market growth = $R^2 = .010$ ($\sqrt{.010} = .1$). We may conclude that inter-functional coordination has more effect on subjective performance during moderate market growth. However, the effect is not statistically significant. The moderating variable was significant but the interaction term was not statistically significant $p > .05$. Therefore, H7D is not supported.

Table 47 Results of Moderated multiple Regression Analysis of Hypotheses: Moderation Effect of Market Growth on MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance.

Independent Variables	Subjective Performance	Decision Rule:	Independent Variables	Subjective performance	Decision Rule:
Model 13		H7A Not Supported	Model 14		H7B Not Supported
Market orientation (β)	.465 ^{***}		Customer Orientation (β)	.468 ^{***}	
Market growth (β)	.089 (<i>ns</i>)		Market growth (β)	.134	
Interaction term	.075(<i>ns</i>)		Interaction term	.075 (<i>ns</i>)	
Multiple R	.490		Multiple R	.512 ^{**}	
R ²	.240		R ²	.262	
Adjusted R ²	.231		Adjusted R ²	.238	
F-Value	26.742 ^{***}		F-Value	30.12 ^{***}	
Model 15		H7C Not supported	Model 16		H7D Not Supported
Independent Variables	Subjective Performance	Decision Rule:	Independent Variables	Subjective performance	Decision Rule:
Competitor Orientation (β)	.367 ^{***}		Inter-functional coordination (β)	.147 ^{**}	
Market growth (β)	.176		Market growth (β)	.206	
Interaction term	.093 (<i>ns</i>)		Interaction term	-.061(<i>ns</i>)	
Multiple R	.451		Multiple R	.325 ^{***}	
Independent Variables	Subjective Performance	Decision Rule:	Independent Variables	Subjective performance	Decision Rule:
R ²	.203		R ²	.115	

Adjusted R ²	.94		Adjusted R ²	.105	
F-Value	21.62		F-Value	11.05	

Notes: (a) N=258, (b) * $p < 0.05$ (c) ** $p < 0.01$ (d) *** $p < 0.001$ (e) Dependent variable= subjective performance (f) standardized regression coefficient (g) Not statistically significant (ns) (h) Statistically significant (ss).

5.7 Mediation Modeling

Data analysis on the mediating effects of learning orientation, innovation and TQM was conducted with the aid of SEM using AMOS 21 statistical software. This choice is based on three reasons. First, SEM and AMOS are more robust and powerful data analytic technique procedure and software because they jointly obviate the limitations posed by errors in our measures by helping to correct measurement errors (Schumaker and Lomax, 2010). Second, they allow us to incorporate both mediating and moderating variables in a causal model, thus, reducing inflexibility inherent in other statistical techniques and packages (Hair, et al., 2010; Wu and Zumbo, 2008). Finally, they provide goodness of fit, which measures how well the model fit our data (Kim, Kaye and Wright, 2001). This is necessary as a more powerful way to ascertain the effect of the mediating variables on the MO-subjective performance links and is consistent with the practice in MO research (Tse, et al. 2003).

The reliability and validity of the variables were assessed using exploratory factor analysis (EFA) in SPSS and a further confirmatory factor analysis (CFA) using AMOS 21. Given that SEM and CFA are sensitive to sample size, several models were constructed and performed tests to have sufficient cases per free parameter (Bollen, 1989). We followed the recommended standard procedures for establishing mediation effects which echo meeting the empirical conditions precedent to mediation analysis (Kenny and Baron, 1986). Consequently, we established that:

- (1) MO (predictor /exogenous variable) is causally associated with subjective performance (outcome /endogenous variable).
- (2) The exogenous (independent) variable (X) (i.e MO) is significantly related to each of the mediation variables (Me), (i.e Innovation, TQM and learning orientation).
- (3) The mediating variables are significantly related to the endogenous (dependent) variable (Y).

- (4) The relationship between the exogenous variable (X , i.e. MO) and the endogenous variable (Y , i.e. subjective performance) diminishes when the mediating variables (Me) are included in the model (Little, et al., 2007). These conditions guided the study's mediation modelling.

Therefore, our structural models for these tests comprise items in the various scales after the EFA and CFA that yielded high factor loadings and are thus valid. Several techniques for conducting mediation analysis are suggested in the literature (Mackinnon, 2000). The most popular strategies include: (1) causal steps strategy, (2) distribution of the product strategies, (3) resampling or bootstrapping strategies and (4) various products of coefficients strategies (Preacher, Rucker and Hayes, 2007). The distribution of the product strategy is an accurate analytic method for determining indirect effects and seem to be popular amongst methodologists (MacKinnon, 2004). However, due to the weaknesses of the regression methods for mediation analysis employed by other strategies, the bootstrapping strategy is used in the present study. This necessary in order to establish direct and indirect effects of the independent variable(X) on the dependent variable (Y). First, bootstrapping is needed when the sample size is small (258) and may not generate the statistical power necessary to estimate the significance of indirect (effect Preacher, Rucker and Hayes, 2007). Second, bootstrap corrects the measurement / standard errors in our sample data (Efron, 1979). Third, bootstrapping technique is used to assess the presence, strength and significance of the indirect effect for three reasons (Efron and Tibshinrani, 1998). Fourth, as a response to calls from researchers on the need for this test (Hoyle and Kenny, 1999; Holmbeck, 2002) and the approach is consistent with recent research and following the recommendations of Shrout and Bolger (2002) and Mallinckrodt, et al. (2006). Consequently, both bootstrap and path analysis in AMOS approaches are used to test meditational and other elaborate hypotheses, including moderated mediation and mediated moderation.

5.7.1 Mediation effects on MO-Performance Relations:

Hypotheses on the mediating roles of learning orientation (LO), Innovation and Total Quality Management (TQM) on the MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance Relationships.

5.7.2 Mediating Effect of Innovation in the MO-subjective performance relationship Hypothesis

Hypothesis 8A: H8A: Innovation mediates the MO-subjective performance relationship.

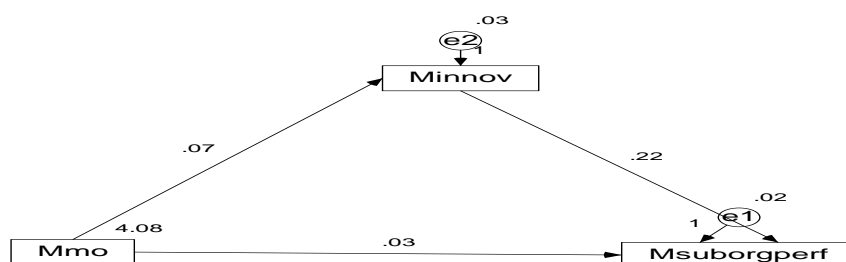
Based on the recommendation of Little, et al. (2007), the multiple regression analysis in SPSS 20 was conducted to ascertain the relations. We regressed innovation on MO ($R^2 = .333$, $\beta = .577$, $p\text{-value} = <.05$)- Regression equation 1. Second, subjective performance is regressed on MO ($R^2 = .231$, $\beta = .481$, $p\text{-value} = <.05$)- Regression equation 2. Third, subjective performance is regressed on both MO and innovation- Regression equation 3 ($R^2 = .280$, MO $\beta = .325$, innovation $\beta = .270$, $p\text{-value} = <.05$). The result shows that R square reduced from .333 in the MO-performance regression model (direct effect) to .231 on introduction of innovation in the model (indirect effect) and both are statistically significant. This clearly demonstrates the presence of a mediating effect and that innovation is a *partial mediator* of the MO-subjective performance relationship. This is consistent with our bootstrap result. Therefore hypothesis 8A; H8A is supported.

To test the significance of the indirect effect, the bootstrapping method was adopted.

Test of the Significance of the Mediation Effect:

To evaluate the significance of the mediation effect, the Sobel test is applied (Sobel, 1982, 1988). This is consistent with the general practice and based on the recommendations of Holmbeck (2002), Preacher and Hayes (2004). Critical ratio calculated reveals that the indirect effect of inter-functional coordination on subjective performance via innovation is significantly different from zero. Thus, we conclude that the mediating effect is significant. However, MacKinnon, Lockwood and Hoffman (1998) found that the Sobel test has low statistical power, hence, we applied the bootstrapping technique (Shrout and Bolger, 2002).

Figure 25: The Mediating Effect of Innovation on the MO-Performance Relationship.



Note: * $p < .05$, ** $p < .01$, *** $p < .001$

5.7.3 Test of Mediation Effect of Innovation on the CUSTOR and COMPORT- Subjective Performance Relations

Hypothesis 8B: H8B: Innovation mediates the customer orientation- subjective performance relationship.

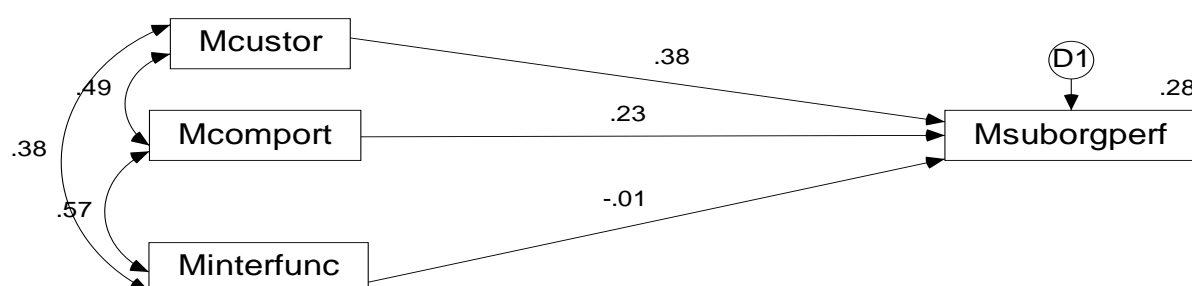
Hypothesis 8C:H8C: Innovation mediates the competitor orientation- subjective performance relationship

NOTE: Establishing the existence of a direct effect between the variables under investigation is a necessary precondition for testing mediation effects. Therefore, we tested the direct effects of customer orientation, competitor orientation and inter-functional coordination on subjective performance. Table 48 below shows the results.

Table 48 Direct effect of customer orientation, competitor orientation and inter-functional coordination on subjective performance.

Components	Estimate	S.E	C.R	P-Value
CUSTOR	.383	.083	6.242	.000
COMPORT	.232	.066	3.357	.0010
INTERFUNC	-.008	.058	-.120	>.05

Note: * $p < .05$, ** $p < .01$, *** $p < .001$



Chi2 =.000; df=0; RMSEA=0; CFI=1.00

Figure 26 Direct and Indirect (Innovation) effect of customer orientation, competitor orientation and inter-functional coordination on subjective performance.

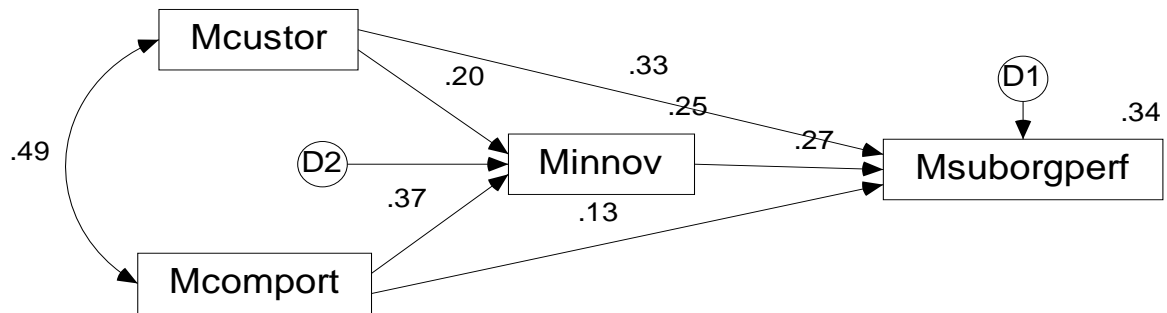
The model is just identified, so no further fit statistics are available. The result shows that CUSTOR ($\beta = .383$, $p < .000$), COMPORT ($\beta = .232$, $p < .000$) and INTERFUNC ($\beta = -.008$, $p > .05$). Thus, only CUSTOR AND COMPORT have direct and significant effects on

subjective performance. Therefore, the effects of CUSTOR and COMPORT are tested in our mediation models.

Table 49: Mediation (Indirect) effect of Innovation on the customer orientation and competitor orientation-subjective performance Relationships.

Components	Estimate	CI Lower	CI Upper	P-Value	P-Value	Type of Mediation
		Bounds	Bounds	Before Innov	After Innov	
CUSTOR	.326	.285	.612	.000	.000	Partial
COMPORT	.128	-.003	.246	.002	.055	Complete

Note: * $p < .05$, ** $p < .01$, *** $p < .001$ CI=Confidence Interval, Innov= Innovation



Chi2 =.000; df=0; RMSEA=0; CFI=1.00

Figure 27: Direct and Indirect effects of customer orientation and competitor orientation on subjective performance through innovation

The model is just identified so no fit statistics are available.

Result of Mediating Effect of Innovation in the CUSTOR AND COMPORT- Subjective Performance Relations

Bootstrap test analyses were conducted to assess CUSTOR and COMPORT in the proposed mediation model. First, the direct effects of CUSTOR and COMPORT were tested to see if there exist any effect to mediate. It was found that CUSTOR and COMPORT were positively associated with subjective performance (CUSTOR $\beta=.383$, $p=.001$) and (COMPORT $\beta=.232$, $p=.001$). It was also found that CUSTOR and COMPORT were positively associated with innovation (mediator) (CUSTOR $\beta=.205$, $p=.001$) and

(COMPORT $\beta=.366$, $p=.001$). Lastly, results indicate that the mediator, innovation, was positively associated with subjective performance ($\beta=.272$, $p=.001$). Because both the a-path (CUSTOR and COMPORT to innovation path) and b-path (Innovation to subjective performance path) were significant, mediation analyses were tested using the bootstrap method with bias-corrected confidence estimates (MacKinnon, Lockwood, and Williams, 2004; Preacher and Hayes, 2004). In the present study, the 95% confidence interval of the indirect effect was obtained with 5000 bootstrap samples (Preacher and Hayes, 2008). Results of the mediation analysis confirmed the indirect effect (mediating role) of innovation in the relation between the variables and subjective performance: CUSTOR ($\beta=.326$; CI=.026 to .149,) and COMPORT ($\beta=.123$; CI=.052 to .153). In addition, after controlling for innovation, results indicate that the direct effect of CUSTOR on subjective performance reduced and remained significant ($P<.000$); signalling Partial mediation. Whilst the effect of COMPORT on subjective performance became non-significant ($p=.055$); suggesting Complete Mediation. Figure 27 displays the result. Consequently, hypotheses: H8A, H8B and H8C are all supported. However, H8D was not tested for mediating effect since inter-functional coordination does not have a significant effect on subjective performance.

5.7.4 Test of Hypotheses on the Mediating Effect of Learning Orientation (LO) on the MO, CUSTOR, COMPORT and INTERFUNC-Subjective Performance Relations.

Mediating Effect of Learning Orientation (LO) in the MO-subjective performance relationship Hypothesis.

Hypothesis 9A: H9A: Learning orientation mediates the market orientation- Subjective performance relationship

Method One: Multiple Regression Analysis in SPSS:

First learning orientation is regressed on **MO** ($R^2=.210$, $\beta=.552$, $p\text{-value} < .05^{***}$). Second, subjective performance is regressed on **MO** ($R^2=.231$, $\beta=.481$, $p\text{-value} < .05^{***}$). Third, subjective performance is regressed on both **MO** and **LO** ($R^2=.319$, $\text{MO } \beta=.285$, $p\text{-value} < .05$, **LO**; $\beta=.355$, $p\text{-value} < .05^{***}$). Direct effect of **MO** on subjective performance reduced but remained significant upon the introduction of **LO** in the model. Thus, we have Partial mediation. Sobel test yields $CR = 4.963$ which is significantly different from zero.

Test of Significance and size of the mediating effect of LO on MO-Subjective Performance Relations.

Figure 28 shows the bootstrap model. Before mediator (LO) (Estimate (Beta) =.044, SE=.005, C.R= 8.796, P-value=.000***, CI (.035, .054). the path between MO and sub-performance is significant at p-value <.05. After the introduction of LO in the model: (Estimate (Beta) =0.026, S.E=.006, C.R=4.624, P-value < .05, CI .012, .026). This confirms complete mediation at CI (.012, .026). The path between LO and sub- performance has become insignificant at p-value >.05. Therefore, complete/ full mediation is present and **hypothesis; H9A is supported.**

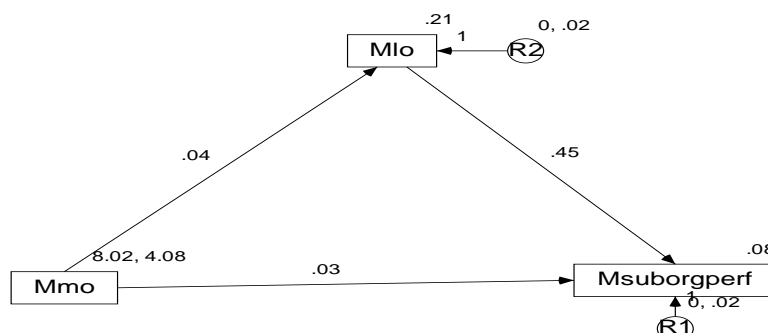


Figure 28 Direct and indirect effect of MO on Subjective performance through LO

5.7.5 Mediating Effect of Learning Orientation (LO) in the Customer orientation (CUSTOR) and Competitor Orientation (COMPORT)-subjective performance relationship Hypothesis.

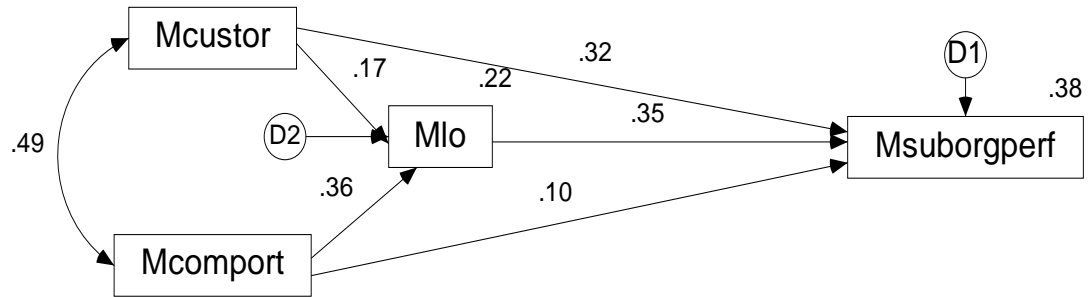
Hypothesis 9B: H9B: Learning orientation mediates the customer orientation- Subjective performance relationship

Hypothesis 9C: H9C: Learning orientation mediates the competitor orientation- Subjective performance relationship.

Table 50: Mediation (Indirect) Effect of Learning Orientation on the Customer Orientation and Competitor orientation-subjective Performance Relationships.

Components	Estimate	CI Lower	CI Upper	P-Value	P-Value	Type of Mediation
		Bounds	Bounds	Before LO	After LO	
CUSTOR	.320	.276	.595	.000	.000	Partial
COMPORT	.102	-.023	.214	.002	.115	Complete

Note: * $p < .05$, ** $p < .01$, *** $p < .001$ CI=Confidence Interval, Innov= Innovation



Chi2 =.000; df=0; RMSEA=0; CFI=1.00

Figure 29: Direct and Indirect (LO) effects of customer orientation, competitor orientation on subjective performance. The model is just identified, so no fit statistics are available.

Result of Mediating Effect of Learning Orientation in the CUSTOR AND COMFORT-Subjective Performance Relations

Bootstrap test analyses were conducted to assess CUSTOR and COMFORT in the proposed mediation model. First, the direct effects of CUSTOR and COMFORT were tested to see if there exist any effect to mediate. It was found that CUSTOR and COMFORT were positively associated with subjective performance (CUSTOR $\beta=.383$, $p=.001$) and (COMFORT $\beta=.232$, $p=.001$). It was also found that CUSTOR and COMFORT were positively associated with LO (mediator) (CUSTOR $\beta=.175$, $p=.001$) and (COMFORT $\beta=.356$, $p=.001$). Lastly, results indicate that the mediator, LO, was positively associated with subjective performance ($\beta=.355$, $p=.001$). Because both the a-path (CUSTOR and COMFORT to LO path) and b-path LO to subjective performance path) were significant, mediation analyses were tested using the bootstrap method with bias-corrected confidence estimates (MacKinnon, Lockwood, and Williams, 2004; Preacher and Hayes, 2004). In the present study, the 95% confidence interval of the indirect effect was obtained with 5000 bootstrap samples (Preacher and Hayes, 2008). Results of the mediation analysis confirm the indirect effect (mediating role) of LO in the relations between the variables and subjective performance: CUSTOR ($\beta=.320$; CI=.026 to .149, $p<.000$) and COMFORT ($\beta=.102$; CI=.052 to .153, $p<.000$). In addition, after controlling for LO, results indicate that the direct effect of CUSTOR on subjective performance reduced and remained significant ($P<.000$); signalling Partial mediation. Whilst the effect of COMFORT on subjective performance became non-significant ($p=.055$); suggesting Complete Mediation. Figure 29 displays the result. Consequently,

hypotheses: H9A, H9B and H9C are all supported. However, H9D was not tested for mediating effect since inter-functional coordination does not have a significant effect on subjective performance.

5.7.6 Test of Hypotheses on the Mediating Effect of Total Quality Management (TQM) on the MO, CUSTOR, COMFORT and INTERFUNC-Subjective Performance Relations.

Mediating Effect of Total Quality Management (TQM) on the MO-subjective performance relationship Hypothesis.

H10A: Total quality management (TQM) mediates the MO-performance relationship.

Method One: Multiple Regression Analysis in SPSS:

First total quality management (TQM) is regressed on **MO** ($R^2 = .070$, $\beta = .264$, $p\text{-value} = <.05^{***}$). Second, subjective performance is regressed on **MO** ($R^2 = .231$, $\beta = .481$, $p\text{-value} = <.05^{***}$). Third, subjective performance is regressed on both **MO** and TQM ($R^2 = .275$, $\text{MO } \beta = .424$, $p\text{-value} > .05$ Not significant, TQM; $\beta = .217$, $p\text{-value} = <.05^{***}$). Direct effect of MO on subjective performance reduced but remained significant upon the introduction of TQM in the model. Thus, we have partial mediation. SOBEL TEST CR = 3.91

Test of the Significance and size of the mediating effect of TQM on MO-Subjective Performance Relations using Bootstrapping.

Figure 28 shows the bootstrap model. Before mediator (TQM) (Estimate: Beta) $\beta = .044$, $SE = .005$, $C.R. = 8.796$, $P\text{-value} = .000^{***}$, Bias-corrected CI (.035, .054). This means that true indirect effect is estimated .035 and .054 with 95% confidence (Preacher and Hayes, 2004). So can conclude that the indirect effect is significantly different from zero with 95% confidence at $p < .056$. The path between MO and sub- performance is significant at $p\text{-value} < .0000^{***}$.

After the introduction of TQM in the model: (Estimate (Beta) $= 0.039$, $S.E. = .005$, $C.R. = 7.694$, $P\text{-value} < .000^{***}$). This confirms complete mediation with bias-corrected CI (.02, .009). The indirect pathway between MO to TQM to sub- performance is statistically significant $p\text{-value} = <.05$ (McKinnon et al., 2002; Shrout and Bolger, 2002). Thus, partial mediation is present.

Note however, Iacobucci, Saldanha and Deng (2007) posit that there are available empirical evidence that SEM performs better than regression analysis. Thus, where the results of the two approaches on a given hypothesis differ, the SEM result supersedes.

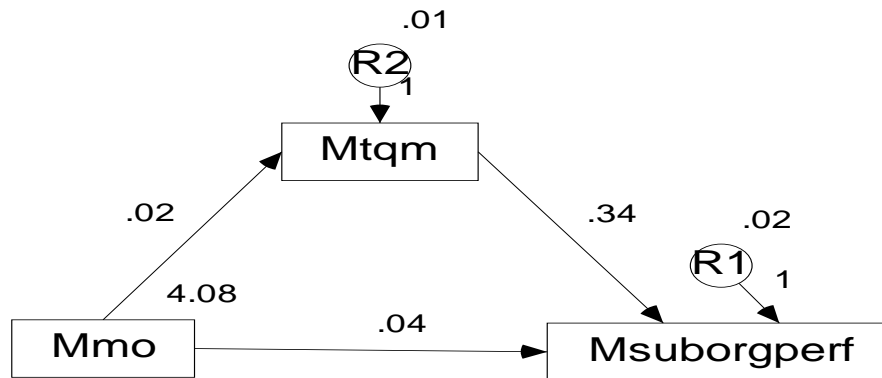


Figure 30 Direct and indirect effects of MO on Subjective performance through TQM

5.7.7 Mediating Effect of TQM in the Customer orientation (CUSTOR) and Competitor Orientation (COMPORT)-Subjective performance Relationship Hypothesis.

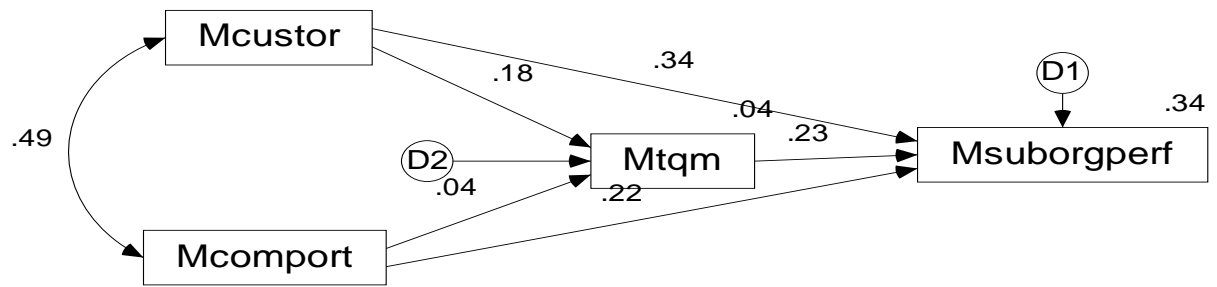
Hypothesis 10B: H10B: Total quality management (TQM) mediates the CUSTOR-subjective performance relationship

Hypothesis 10C: H10C: Total quality management (TQM) mediates the COMPORT-Subjective performance relationship.

Table 51 Mediation (Indirect) Effect of Total quality management (TQM) on the Customer Orientation and Competitor orientation-subjective Performance Relationships.

Components	Estimate	CI Lower	CI Upper	P-Value	P-Value	Type of
Mediation						
		Bounds	Bounds	Before TQM	After TQM	
CUSTOR	.340	.0305	.618	.000	.000	Partial
COMPORT	NO MEDIATION					

Note: * $p < .05$, ** $p < .01$, *** $p < .001$ CI=Confidence Interval, Innov= Innovation



Chi2 =.000; df=0; RMSEA=0; CFI=1.00

Figure 31: Direct and Indirect (TQM) effects of customer orientation and competitor orientation on subjective performance. The model is just identified, so no fit statistics are available.

Result of Mediating Effect of Total Quality Management (TQM) in the CUSTOR AND COMPORT-Subjective Performance Relations

Bootstrap test analyses were conducted to assess CUSTOR and COMPORT in the proposed mediation model. First, the direct effects of CUSTOR and COMPORT were tested to see if there exist any effect to mediate. It was found that CUSTOR and COMPORT were positively associated with subjective performance (CUSTOR $\beta=.383$, $p=.001$) and (COMPORT $\beta=.232$, $p=.001$). It was also found that CUSTOR and COMPORT were positively associated with TQM (mediator) (CUSTOR $\beta=.180$, $p=.001$) and (COMPORT $\beta=.042$, $p=.001$). Lastly, results indicate that the mediator, TQM, was positively associated with subjective performance ($\beta=.232$, $p=.001$). The a-path (CUSTOR to TQM path) and b-path (TQM to subjective performance path) were significant, so there is some mediation effect. While the a- path (COMPORT to TQM) is significant, the b-path (COMPORT to subjective performance) is not significant, thus no mediation. The CUSTOR mediation path was tested using the bootstrap method with bias-corrected confidence estimates (MacKinnon, Lockwood and Williams, 2004; Preacher and Hayes, 2004). In the present study, the 95% confidence interval of the indirect effect was obtained with 5000 bootstrap samples (Preacher and Hayes, 2008). Results of the mediation analysis confirm the indirect effect (mediating role) of TQM on the relations between CUSTOR subjective performance: CUSTOR ($\beta=.340$; CI=.0305 to .618, $p<.000$) and COMPORT ($\beta=.218$; CI=.088 to .327, $p>.05$, not significant). In addition, after controlling for TQM, results indicate that the direct effect of CUSTOR on subjective performance reduced and remained significant ($P<.000$); signalling Partial mediation.

Figure 31 displays the result. Consequently, hypotheses: H10A and H10B are supported. While H10C is not supported. However, H10D was not tested for mediating effect since inter-functional coordination does not have a significant effect on subjective performance.

5.8 Moderated Mediation (MOMED) and Mediated Moderation (MEMOD) Model(s): (Elaborate Models to Test the Conditional Indirect Effects: Mediated Moderation and Moderated Mediation).

Theory holds that certain variables would moderate or mediate the MO-subjective performance relations and these situations are well documented in the literature (Chung, 2011; Wang, Chen and Chen, 2012). However, it is also apparent that a one-model conceptualization may be essential but insufficient in our modern business environments due to complexities in our economies and business terrains (Voola, et al., 2012). Several other variables may mediate or moderate a causal path, thus, require the combination of both moderating and moderation effects in a single model (James and Brett, 1984; Baron and Kenny, 1986). These are models where interaction effects are hypothesized to be mediated, or, and indirect effects are hypothesized to be moderated (Little et al., 2007). The advantages of the mediational and moderational models are numerous and well documented in relation to analysis of simple direct effect relationship- $Y \rightarrow X$ (Baron and Kenny, 1986; Lipsey, 1993; MacKinnon, 1994; Donaldson, 2001; MacKinnon, Taborga and Morgan-Lopez, 2002). For instance, hypothesis 6D (H6D) above reveals the moderating effect of technological turbulence on the inter-functional coordination-subjective performance relations. However, it is equally possible that this moderating effect may be mediated by either innovation, TQM and LO, or all three variables (MacKinnon, 2008). This explains calls from Kraemer, et al. (2002) for researchers to automatically consider moderation in any mediation analysis. Hence, the need to examine these various combinations of moderating and mediating effects to generate a comprehensive and deeper understanding of MO and its relations with essential performance indices (Muller, Judd and Yzerbyt, 2005).

Moderated Mediation:

The use of varied statistical tools including regression analysis in modelling mediation and moderation effects in causal models assumes that the measures investigated exhibit perfect reliability and are devoid of possible measurement errors in the scores of the variables (Wan, 1995; Frazier, Tix and Baron, 2004). However, in the field of marketing and MO topic area, evidence from empirical research suggests imperfection in measured scores of

variables which mostly leads to the importation of errors from regression and path analyses (Wu and Zumbo, 2008). The psychometric literature holds that measurement errors attenuate the strength of association. These errors often distort and obfuscate our causal models and spuriously overestimate the direct effect of the predictor variables on the outcome variables, while diminishing the effect(s) of the mediator(s) on the outcome variable (Judd and Kenny, 1981). Secondly, the desire and need to examine several causes, joint effects of moderators and mediators in a single causal model informs on the need to include more elaborate statistical tools in this study's data analyses.

Therefore, to obviate the effects of measurement errors and allow for the examination of the simultaneous effects of moderation and mediation variables call for the deployment of SEM analytical technique. The employment of SEM is essential when any of the variables in the mediation and or moderation model are represented by a latent variable. This enables the incorporation of multiple causes, mediators and moderators in a single causal model (MacKinnon et al, 2002).

Consequently, the more elaborate models of this study include- the moderated mediation and mediated moderation in the market orientation-organizational performance relationship causal models and were tested using SEM and other the generally accepted procedures (Preacher, Rucker and Hayes, 2007). First, moderated mediation effect hypotheses are tested consistent with the procedures recommended by Preacher, Rucker and Hayes (2008). Second, mediated moderation effects in our model hypotheses are tested using the research design and data analytic strategies as proposed by Muller, Judd and Yzerbyt (2005) and Mogan-Lopez and MacKinnon (2006).

The choice of these more elaborate models within this market orientation study in addition to the initial regression models is underpinned by the need to highlight the dual variable effect on the hypothesized MO-performance relations (Baron and Kenny, 1986; Rose, et al., 2004; Muller, Judd and Yzerbyt, 2005).

Mediated Moderation Model(s): This is a moderation model at its very foundation. It involves the interaction between two predictor variables on a mediating variable, which in turn affects an outcome and assesses the generalizability of the mediated effect (Morgan-Lopez and MacKinnon, 2006). The authors note that as at 2006, there were no statistical studies on mediated moderation. Hayes (2013) points that this interaction effect may be mediated by some other variables and need further examination. Thus, this approach

Table 52: Mediated moderation model of Innovation, technological turbulence on the inter-functional coordination- Subjective performance relations.

Variables:	Estimate	S.E	C.R	P
Interfunc → Innovation	.634	.060	10.963	< .05
Interfunc_xtechturbu interactioneffect→ Innov	-.574	.381	-1.506	<.05
Techturbu centered → Innov	.011	.085	.135	> .05
Interfunc_xtechturbu interactioneffect→ Subperf	-.549	.345	-1.591	<. 05
Innov→ Subperf	.374	.056	6.644	<. 05
Techturbu centered → Subperf	-.201	.076	-2.633	<0.05
Interfuc- centered → Subperf	.031	.065	.482	>0.05

Inter-functional coordination= interfuc, Technological turbulence= techturbu, Innovation=Innov, Subjective Performance= Subperf.

RMSEA= , GFI=, AGFI=, CFI=, CMIN/DF=,

The direct effect of the interaction term on Innov = -.574, Innov on subjective performance= .374. The product of these paths is the mediated moderation and is significant. The indirect effect of the interaction term on subjective performance, $P < .05$, inter-functional coordination on subjective performance, $p < .05$. To test the significance of the mediated moderation we bootstrapped. Effect of the interaction term on Innov is significant at $< .05$, CI (-1.05 to -.103) and Innov on subjective performance is significant at $p < .05$. Hence, we conclude the moderation. This suggests that the moderation effect of technological turbulence on the inter-functional coordination-subjective performance relations is mediated by innovation. Thus, H11A is supported.

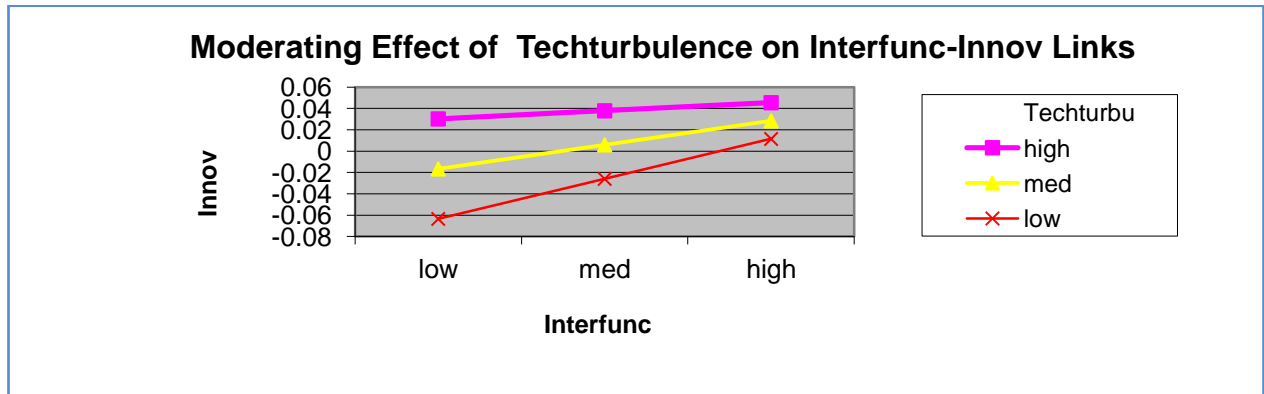
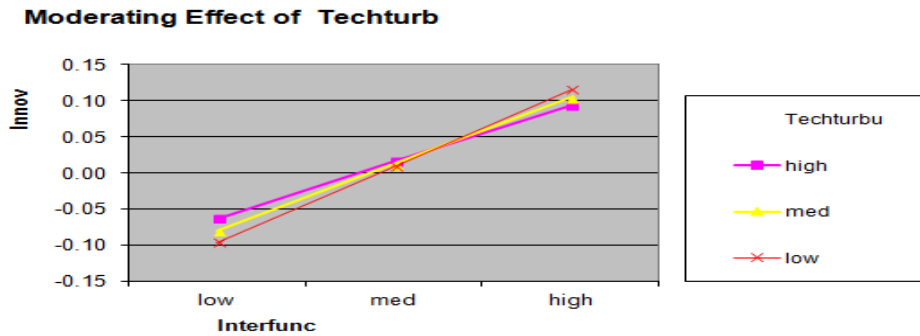


Figure 33 Direct Effect of inter-functional coordination on Innovation- mediated moderation graph

The Inter-functional coordination has a stronger direct effect on innovation in conditions of high techturbu.

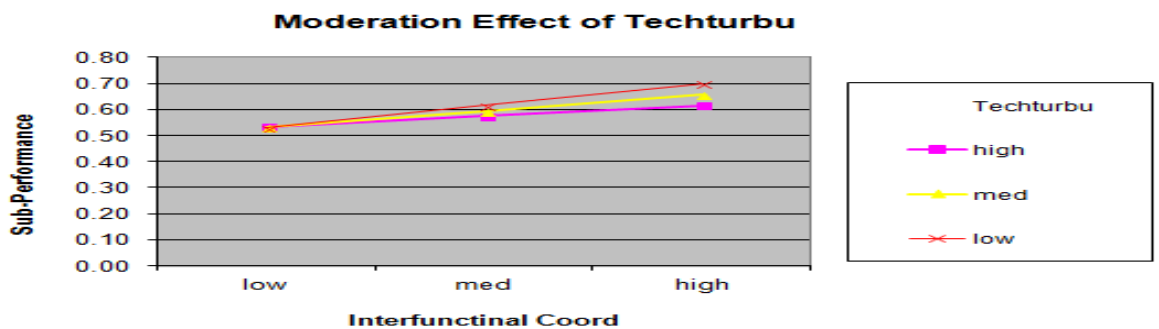


Figure 34 Direct Effect of INFUNC on Subjective Performance –innovation – technological mediated moderation

The interaction term explains a significant amount of the variance in subjective performance through innovation. Therefore, under low technological turbulent conditions, organisations who inter-functionally coordinate their activities and are innovative will achieve higher organisational performance.

5.8.2 Mediated Moderation of Inter-Functional Coordination-Subjective Performance, Technological Turbulence and LO.

Hypothesis 11B: H11B: Learning orientation (LO) mediates the moderation effect of technological turbulence on the inter-functional coordination-subjective performance relations.

Table 53 Mediated moderation effect of LO on the technological turbulence, inter-functional coordination- subjective performance relations.

VARIABLES:	Estimate	S.E	C.R	P
Interfunc → LO	.410	.038	10.823	< .05
Interfunc _x techturbu interactioneffect→ LO	-.542	.242	-2.242	<.05
Techturbu centered → LO	.068	.054	1.275	>.05
Interfunc _x techturbu interactioneffect→ Subperf	-.376	.333	-1.130	>.05
LO → Subperf	.716	.085	8.426	<.05
Techturbu centered → Subperf	-.246	.073	-3.349	< .05
Interfuc- centered → Subperf	- .017	.062	- .279	> .05

Inter-functional coordination= interfuc, Technological turbulence= techturbu, Learning Orientation =LO, Subjective Performance= Subperf.

The direct effect of the interaction term on LO = -.542, LO on subjective performance= .716. The product of these paths is the mediated moderation and is significant. The indirect effect of the interaction term on subjective performance, $P < .05$, inter-functional coordination on subjective performance, $p < .05$. To test the significance of the mediated moderation we bootstrapped. Effect of the interaction term on LO is significant at $< .05$, CI (-1.05 to -.103) and LO on subjective performance is significant at $p < .05$. Hence, we conclude the LO completely mediates the moderation effects of technological turbulence on the interfunc-subperf relations. Hypothesis 11B is supported.

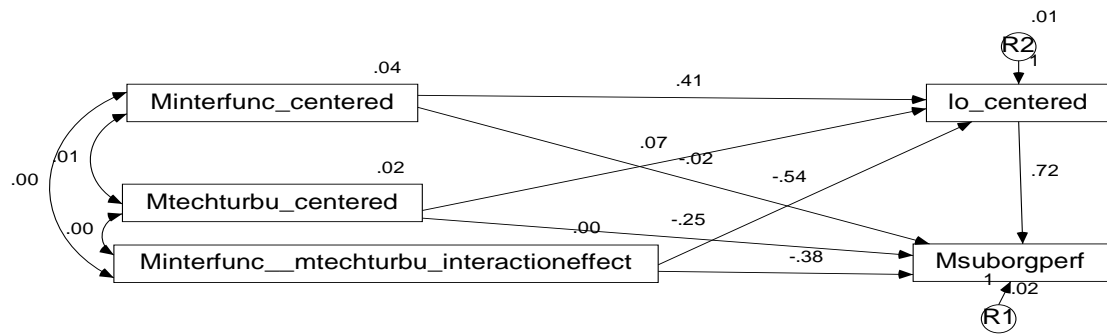


Figure 35: Mediated moderation model of LO, Technological turbulence on the Inter-functional Coordination- Subjective Performance Relations.

RMSEA= .01, GFI=.995, AGFI=.977, CFI=1.00, CMIN/DF=.981, P= .4, TLI= 1.001, PCLOSE= .643.

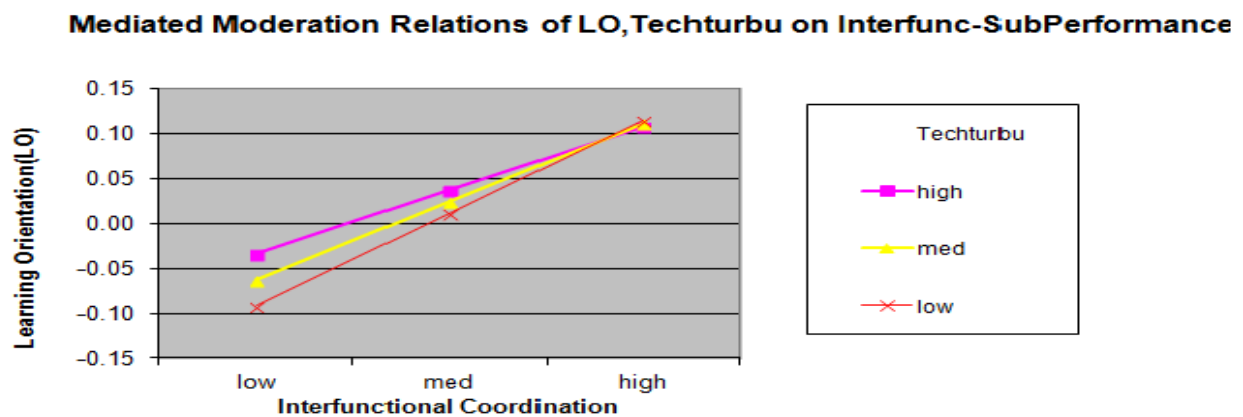


Figure 36: Mediated moderation Graph of LO, Technological turbulence on the Inter-functional Coordination- Subjective Performance Relations.

The effect of inter-functional coordination on LO is stronger under high technological turbulence. Therefore, inter-functional coordination influences firms that are more learning oriented (LO) to achieve higher organisational performance during high technological turbulent market conditions. That is because inter-functional coordination exerts stronger influence on LO during high technological turbulence. In essence, the interaction term explains the amount of variance in subjective performance through LO. Thus, under high technological turbulence, inter-functional coordination leads to higher organisational performance and the reverse occurs during low levels of technological turbulence. Under conditions of low technological turbulence, firms reported the weak relationship between inter-functional coordination and LO. This result demonstrates that LO mediates the

moderating effect of technological turbulence on the inter-functional coordination-subjective performance relations. The interaction effect of interfunc X techturbu on subperf is $>.05$, techturbu = $-.<.05$ interfunc $>-.5$): $XZ = P < .05$, $O.19$; $LO-SUBPERF = <0.05$, $.000$ to 0.000 . Unstandardised direct effect of the three exogenous variables on subperf (interfunc = 0.000). Indirect effect = Interaction term CI ($-.754$ to $-.059$), techturbu CI ($-.030$ to 0.133), interfunc CI ($.220$ to $.359$).

5.8.3 Mediated Moderation of Inter-Functional Coordination-Subjective Performance, Technological Turbulence and TQM.

Hypothesis 11C: H11C: Total quality management (TQM) mediates the moderation effect of technological turbulence on the inter-functional coordination-subjective performance relations.

Table 54 Mediated moderation effect of TQM on the technological turbulence, inter-functional coordination- subjective performance relations.

Variables:	Estimate	S.E	C.R	P
Interfunc \rightarrow TQM	.109	.035	3.091	< .05
Interfunc _x techturbu interactioneffect \rightarrow TQM	-.500	.226	-2.216	<.05
Techturbu centered \rightarrow TQM	.221	.050	4.405	< .05
Interfunc _x techturbu interactioneffect \rightarrow Subperf	-.512	.358	-1.431	>. 05
TQM \rightarrow Subperf	.504	.098	5.148	<. 05
Techturbu centered \rightarrow Subperf	-.308	.082	-3.775	<0.05
Interfuc- centered \rightarrow Subperf	..523	.097	5.373	<0.05

Inter-functional coordination= interfuc, Technological turbulence= techturbu, Total quality management= TQM, Subjective Performance= Subperf.

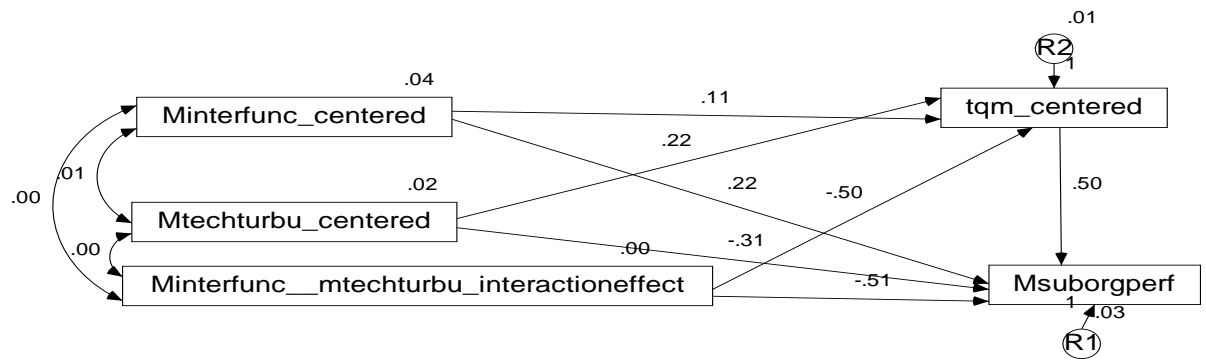
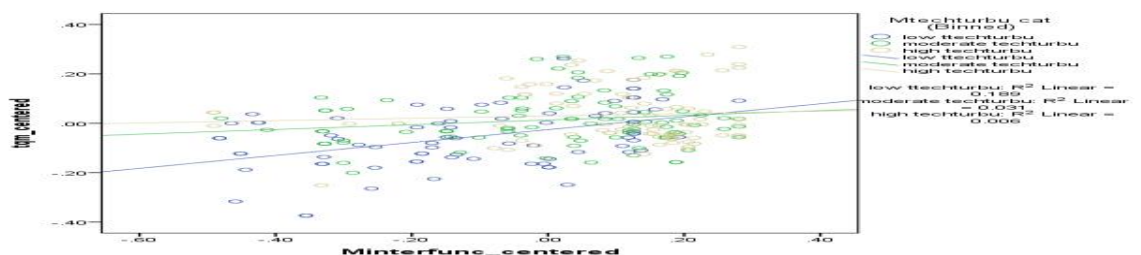


Figure 37: Mediated moderation model of TQM, Technological turbulence on the Inter-functional Coordination- Subjective Performance Relations.

RMSEA= .064, GFI=.997, AGFI=.953, CFI=.993, CMIN/DF=.2.040, P= .4, TLI= .930, PCLOSE= .278.

The direct effect of the interaction term on TQM $\beta = -.500$, S.E=.226, C.R=-2.216, P=.027, TQM on subperf, $\beta = .504$, S.E=.098, C.R =5.148, $p < .000$. The product of these paths is the mediated moderation and is significant. The indirect effect of the interaction term on sub perf $< .05$, interfunc on subperf= $< .05$. To test the significance of the mediated moderation we bootstrapped. Effect of the interaction term on TQM is significant at $< .05$, c1 (-1.020 to .010). TQM on sub perf= sig at $P = < .05$, C.I = .331 to .674.



Mediated Moderation Effect of TQM, Techturbu on Interfunc-SubPerformance

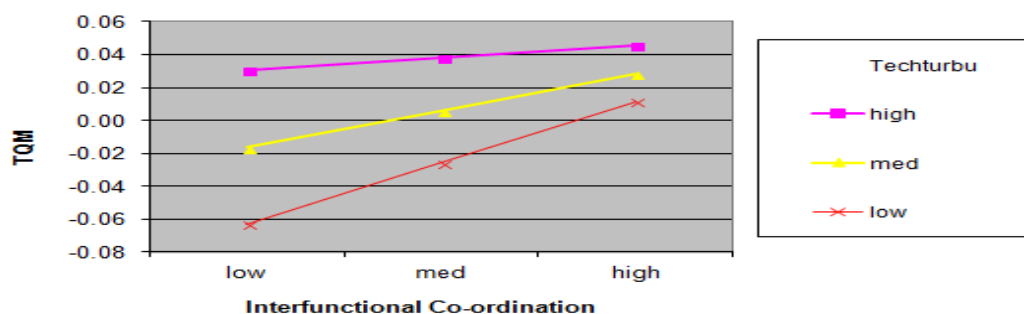


Figure 38: Mediated moderation Graph of TQM, Technological turbulence on the Inter-functional Coordination- Subjective Performance Relations.

There is a stronger relationship between inter-functional coordination and TQM in high technological turbulent markets. Again, the interaction term is a good predictor of

subjective performance through TQM, so during high technological turbulence, inter-functional coordination is strongly related to subjective performance. This is because organisations in high technological turbulent markets achieve better performance from being inter-functionally co-ordinated. Thus, the moderation effect of technological turbulence on the inter-functional coordination-subjective performance relations is mediated by TQM. As a result, under conditions of low technological turbulence, firms report weaker relations between inter-functional coordination and TQM. Which suggests that as technological turbulence increases, so do organisations improve on their TQM practices. Standardised direct effect of Interaction term $<.05$, $\text{techturbu} = -. <.05$, $\text{interfunc} <-.5$, Standardised indirect effect of interaction term $<.05$, CI $(-.600 \text{ TO } -.007)$, $\text{techturbu} <.05$, CI $(.056 \text{ to } .197)$, $\text{interfunc} <0.05$, CI $(.023 \text{ to } .103)$. Hypothesis 11C is supported.

5.8.4 Moderated-Mediation (MOMED) Hypotheses Testing:

The moderated mediation models in MO study are likely to provide a richer understanding of the MO phenomenon in many contexts, Nigeria inclusive. Moderated-mediation (**MOMED**) (Preacher, Rucker and Hayes, 2007) focuses on the estimation of conditional indirect effect of the independent variable (MO and its sub-dimensions) on the outcome variable through the mediator at various values of the moderator (Hayes, 2009). Thus, MOMED is primarily meditational at its foundation, and the moderator variable plays a secondary role in explaining the mediation effect (Wu and Zumbo, 2007). Thus, within MOMED, we estimate the mediation relations between the predictor (MO) and the outcome (subjective performance) across the levels of a moderator. For instance, after establishing the existence of mediation effect, MO (IV) \rightarrow innovation (Me) \rightarrow subjective performance, we are interested in further investigating whether this meditational effect is consistent across the various levels of the moderator (low, moderate and high) in terms of strength and direction.

To conduct this statistical analysis, we adopted the procedure/ method outlined and recommended by Muller, Judd and Yzerbyt (2005). Figure 39 panels A and B below show the conceptual and statistical diagrams of **MOMED** respectively.

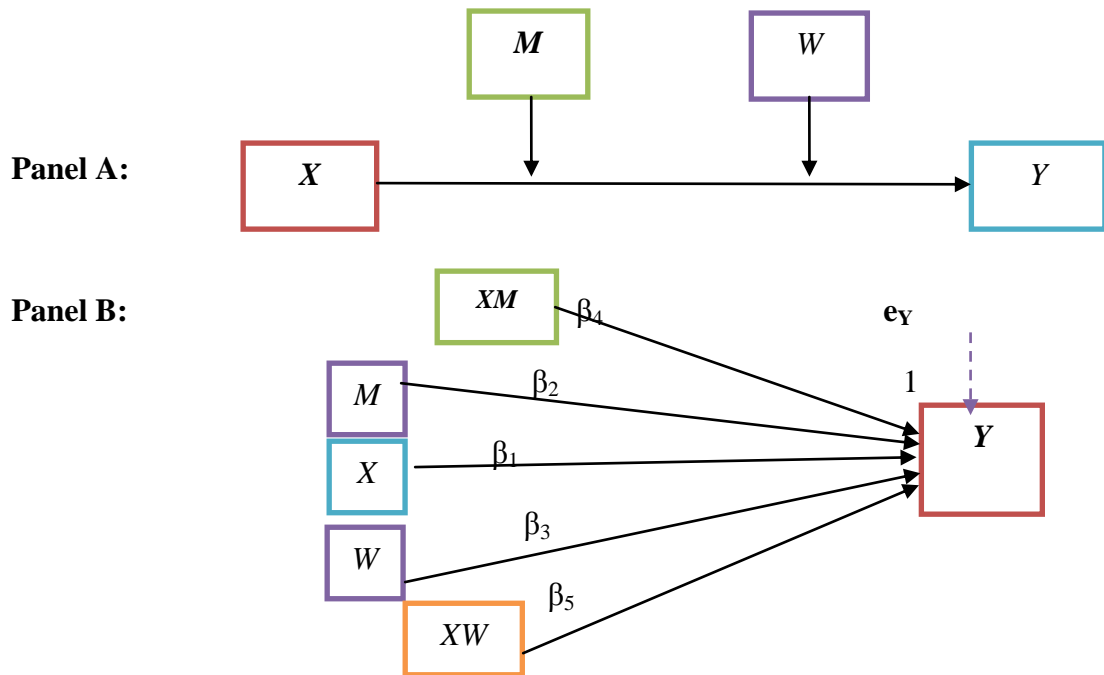


Figure 39 Moderated-Mediation effect adapted from Hayes (2013)

Where X = Predictor, Y = Outcome, W = Moderator, M = Mediator, XM =Interaction term of predictor and mediator (i.e predictor \times mediator), XW = Interaction term of predictor and moderator (i.e predictor \times moderator), e_Y = Error term of Y , β_1 to β_5 show the effects of the various variables on the independent variable (Y) in the model.

Statistical Analytical Technique:

Consistent with Muller, Judd and Yzerbyt (2005), to demonstrate moderated-mediation effect, we estimate six different regression models (using multiple regression analysis).

Step 1: We need to establish the presence of a mediation effect. This was accomplished using regression (models) equations 1, 2 and 3 above and validated by hypotheses 6 A, 6B, and others.

Step 2: This procedure involves the use of three multiple regression analyses (models), equations 4, 5 and 6 to estimate the MOMED effects.

- (i) The dependent variable (i.e., subjective performance) is regressed on the independent variable (i.e., MO, customer orientation, and competitor orientation), the moderators (i.e., market turbulence, technological turbulence,

competitor intensity and market growth), and the product term of MO and the various moderators (i.e., MO×moderators).

$$Y = i_{40} + \beta_{41}X + \beta_{42}W + \beta_{43}XW + e_4 \dots \dots \dots \text{Equation 4}$$

Equation (Model) 4: This model enables the overall treatment effect of equation 1 above to be moderated, that is, we assess the moderation of the overall treatment effect.

- (ii) The mediators (Innovation, TQM and LO) are regressed on the independent variable, the moderator, and the product term of the independent and moderator variables (i.e., MO×moderators).

$$Me = i_{50} + \beta_{51}X + \beta_{52}W + \beta_{53}XW + e_5 \dots \dots \dots \text{Equation 5}$$

Equation (model) 5: Within this model, the treatment effect on mediators, in equation 2 above is accomplished.

- (iii) The dependent variable is regressed on the independent variable, the moderator, the product term of MO and the various moderators (i.e., MO×moderators), the mediator, and the product term of the mediator and moderator (i.e., innovation× technological turbulence).

$$Y = i_{60} + \beta_{61}X + \beta_{62}W + \beta_{63}XW + \beta_{64}M + \beta_{65}MW + e_6 \dots \dots \dots \text{Equation 6}$$

Equation 6 is the moderated version of equation 3, where the mediator effect on the outcome variable and the residual effect of the treatment on the outcome, controlling for the mediator, are allowed to be moderated.

In order to reduce collinearity (multi-collinearity) between the product terms and their constituents, all variables were centered prior to conducting the multiple regression analyses as recommended by (Aiken and West, 1991). The findings of the analyses are presented in Table 55 below.

Decision Rule for MOMED: To demonstrate moderated mediation in our sample data equations 3 through 6 were estimated. Following the recommendations of Muller, Judd and Yzerbyt (2005), MOMED is established if the following are in place:

- (A) The independent variable must have a significant effect on the dependent variable, while the MO× moderator interaction term should not have a significant effect on the outcome in equation 4. Thus, in model 4, β_{41} is significantly different from zero, while β_{43} is not.

(B) The interaction term of the independent variable and moderator (β_{53}) should have a significant effect on the mediator (Me) in equation 5, or the mediator must have a significant effect on the dependent variable in the presence of the independent and moderator variables, the interaction terms between independent and moderator variables and mediator and moderator variables (β_{64}) in equation 6.

(C) The independent variable should have a significant effect on mediator (β_{51}) in equation 5 and the interaction between mediator and moderator (β_{65}) should have a significant effect on the dependent variable in equation 6.

Therefore, MOMED is established when:

- β_{41} is significant, and β_{43} is not significant
- Either (or) of two patterns should exist. That both β_{53} and β_{64} are significant, or both β_{51} and β_{65} are significant. While the significance of β_{63} should not be a necessary condition for establishing moderated mediation (Muller, Judd and Yzerbyt, 2005).

Test of Hypotheses:

Hypothesis 12 A: The mediating effect of innovation on the MO-subjective performance relation is moderated by technological turbulence.

Table 55: Least Square Regression Results for MO, Subjective Performance, Innovation and Technological Turbulence Moderated Mediation Analysis.

	Equation 4 (Performance)		Equation 5 (Innovation)		Equation 6	
Predictors	b	t	b	t	b	t
X: MO	.491	8.42***	.54	10.14***	.33	.4.94***
W: Techturbu	-.099	-.179 (NS)	.16	3.10**	-.16	-2.79**
XW: MO×Techturbu	-.024	-.41 (NS)	-.022 NS	-.43 NS	.012	.167
						NS
M: Innov					.30	.41***
MW: Innov×Techturbu					-.046	-.67*

Note: * $p < .05$, ** $p < .01$, *** $p < .001$, NS= Not Significant. Innov= innovation, techturbu= technological turbulence, MO= market orientation.

Table 55 above shows that β_{41} , β_{43} , β_{51} , β_{65} conditions are met. We conclude that a moderated mediation has been established as the combinations of results recommended were achieved. Thus, hypothesis 12A is supported. This suggests that the indirect effect of MO on performance through innovation changes depending on the level of technological turbulence in the market.

Hypothesis 12B: The mediating effect of innovation on MO-subjective performance is moderated by competitive intensity.

Table 56: Least Square Regression Results for MO, Subjective Performance, Innovation and Competitive Intensity Moderated Mediation Analysis.

	Equation 4 (Performance)		Equation 5 (Innovation)		Equation 6	
Predictors	b	t	b	t	b	t
X: MO	.42	6.93***	.46	8.33***	.32	4.67***
W: Compint	.21	3.59***	.27	5.11***	.16	2.57*
XW: MO× Compint	.076	1.35 (NS)	-.031	-.61NS	.056	.89 NS
M: Innov					.23	4.41**
MW: Innov×Compint					.058	.92*

Note: * $p < .05$, ** $p < .01$, *** $p < .001$, NS= Not Significant, Compint= Competitive Intensity. Innov= innovation, and MO= market orientation.

Required conditions are met, suggesting that hypothesis; H12B is supported. Therefore, competitive intensity moderates the mediating effect of innovation on the MO-performance. This implies that the indirect effect of MO on performance through innovation often depends on the level of competitive intensity.

Hypothesis 12C: The mediating effect of innovation on the MO- subjective performance relationship is moderated by market turbulence.

Table 57: Least Square Regression Results for MO, Subjective Performance, Innovation and Market Turbulence Moderated Mediation Analysis.

	Equation 4 (Performance)		Equation 5 (Innovation)		Equation 6	
Predictors	b	t	b	t	b	t
X: MO	.355	5.69**	.44	7.52**	.256	3.78**
W: Mktturbu	.075	4.44**	.232	4.02**	.077	.927NS
XW: MO× Mktturbu	.079	1.46 (NS)	-.092	-1.83*	.100	1.88NS
M: Innov					.34	4.48**
MW: Innov× Mktturbu					.322	3.45**

Note: * $p < .05$, ** $p < .01$, *** $p < .001$, NS= Not Significant, Mktturbu = Market Turbulence, Innov= innovation, and MO= market orientation.

Table 57 above shows that although b_{41} , b_{64} , b_{51} are significant, and b_{43} is not significant as recommended, we fail to establish moderated mediation because neither of the two patterns recommended was achieved. That is, b_{53} and b_{65} are both significant. Thus, hypothesis 12C is supported. This means that the mediating effect of innovation on the MO-subjective performance relations varies across the different levels of market turbulence i.e., low, medium and high. Our result suggests that during highly turbulent market condition, MO enhances organisational performance through innovation.

Hypothesis 12D: The mediating effect of innovation on the MO- subjective performance relationship is moderated by market growth.

Table 58: Least Square Regression Results for MO, Subjective Performance, Innovation and Market Growth Moderated Mediation Analysis.

	Equation 4 (Performance)		Equation 5 (Innovation)		Equation 6	
Predictors	b	t	b	t	b	t
X: MO	.47	6.96**	.33	5.90**	.35	5.09**
W: Mktgrwth	.089	1.37 (NS)	.43	8.03**	-.025	-.35(NS)
XW: MO× Mktgrwth	.075	1.23 (NS)	-.063	-1.25NS	.018	.24 NS
M: Innov					.34	4.48**
MW: Innov× Mktgrwth					.13	1.67NS

Note: * $p < .05$, ** $p < .01$, *** $p < .001$, NS= Not Significant, Mktgrwth = Market Growth, Innov= innovation, and MO= market orientation.

Table 53 above shows that although b_{41} , b_{64} , b_{51} are significant, and b_{43} is not significant as recommended, we fail to establish moderated mediation because neither of the two patterns recommended was achieved. That is, b_{53} and b_{65} are insignificant. Thus, we have not found empirical support for hypothesis 12 D.

Hypothesis 13A: The mediating effect of LO on the MO- subjective performance relationship is moderated by market turbulence.

Table 59: Least Square Regression Results for MO, Subjective Performance, LO and Market Turbulence Moderated Mediation Analysis.

	Equation 4 (Performance)		Equation 5 (LO)		Equation 6 (Performance)	
Predictors	b	t	b	t	b	t
X: MO	.355	5.69**	.354	6.18**	.251	3.73**
W: Mktturbu	.275	4.44**	.357	6.29**	.164	2.45**
XW: MO× Mktturbu	.079	1.46 (NS)	-.061	-1.225NS	.103	1.55NS
M: LO					.299	4.28**
MW: LO× Mktturbu					-.010	-.131*

Note: * $p < .05$, ** $p < .01$, *** $p < .001$, NS= Not Significant, Mktturbu = Market Turbulence, LO= Learning Orientation, and MO= market orientation.

In Table 54 above β_{41} , β_{64} are both significant. Hence we find support for hypothesis 13A. This interpreted and suggests that the mediating effect of LO changes across the

various levels of market turbulence. Specifically, LO mediates MO to increase organizational performance in highly turbulent markets.

Hypothesis 13B: The mediating effect of LO on MO-subjective performance is moderated by competitive intensity.

Table 60: Least Square Regression Results for MO, Subjective Performance, LO and Competitive Intensity Moderated Mediation Analysis.

Predictors	Equation 4 (Performance)		Equation 5 (LO)		Equation 6 (Performance)	
	b	t	b	t	b	t
X: MO	.42	6.93***	.403	7.37***	.299	4.62***
W: Compint	.21	3.59***	.346	6.55***	.086	1.366NS*
XW: MO× Compint	.076	1.35 (NS)	-.032	-.625NS	.115	1.82 *
M: LO					.308	4.55**
MW: LO×Compint					-.057	.872 NS

Note: * $p < .05$, ** $p < .01$, *** $p < .001$, NS= Not Significant, Compint= Competitive Intensity. LO= Learning Orientation and MO= market orientation.

In the above hypothesis test, β_{41} , β_{43} , β_{51} , and β_{65} are significant. Hence the moderated mediation hypothesis H13B is supported. It finds that in periods of high competitive intensity, LO helps MO in causing a positive effect on organisational performance.

Hypothesis 13C: The mediating effect of LO on MO-subjective performance is moderated by technological turbulence.

Table 61: Least Square Regression Results for MO, Subjective Performance, LO and technological turbulence Moderated Mediation Analysis.

Predictors	Equation 4 (Performance)		Equation 5 (LO)		Equation 6 (Performance)	
	b	t	b	t	b	t
X: MO	.49	8.42***	.508	9.43***	.277	4.373***
W: Techturbu	-.099	-1.79NS***	.221	4.29***	-.184	-3.319***
XW: MO× Techturbu	-.024	-.413 (NS)	-.019	-.358NS	-.033	-.498 NS
M: LO					.417	6.57***
MW: LO× Techturbu					.029	.437 NS

Note: * $p < .05$, ** $p < .01$, *** $p < .001$, NS= Not Significant, Techturbu= technological turbulence. LO= Learning Orientation and MO= market orientation.

Although, β_{41} is significantly different from zero and β_{43} is not condition is met, β_{53} and β_{65} are both insignificant. Thus, we have not found a moderated-mediation effect. Hence, hypothesis 13C is not supported.

Hypothesis 13D: The mediating effect of LO on MO-subjective performance is moderated by market growth.

Although, β_{41} is significantly different from zero and β_{43} is not significant condition is met, β_{53} and β_{65} are both insignificant. Thus, we have not found a moderated mediation effect. Hence, hypothesis 13D is not supported. We find that the mediating effect of LO on the MO-subjective performance relation is not moderated by market growth.

Table 62 Least Square Regression Results for MO, Subjective Performance, LO and Market Growth Moderated Mediation Analysis.

Predictors	Equation 4 (Performance)		Equation 5 (LO)		Equation 6 (Performance)	
	b	t	b	t	b	t
X: MO	.465	6.96***	.392	6.471***	.326	4.59***
W: mktgrwth	.089	1.37NS	.316	5.354***	-.030	-.456
NS						
XW: MO× mktgrwth	.075	1.23 (NS)	.013	.229NS	.082	1.053
NS						
M: LO					.362	5.258***
MW: LO× mktgrwth					-.019	-.234 NS

Note: * $p < .05$, ** $p < .01$, *** $p < .001$, NS= Not Significant, Mktgrwth = Market growth, LO= Learning Orientation, and MO= market orientation.

Hypothesis 14A: The mediating effect of TQM on MO-subjective performance is moderated by market turbulence.

Table 63: Least Square Regression Results for MO, Subjective Performance, TQM and market turbulence Moderated Mediation Analysis.

Predictors	Equation 4 (Performance)		Equation 5 (LO)		Equation 6 (Performance)	
	b	t	b	t	b	t
X: MO	.355	5.67***	.163	2.310***	.326	5.249***

W: mkttrubu	.275	4.44***	.196	2.81***	.239	3.88***
XW: MO× mkttrubu	.079	1.46(NS)	-.001	-.010 NS	.083	1.490NS
M: tqm					.181	3.315***
MW: tqm× mkttrubu					-.013	-.240*

Note: * $p < .05$, ** $p < .01$, *** $p < .001$, NS= Not Significant, mkttrubu = Market turbulence, TQM= Total Quality Management, and MO = market orientation.

Although, β_{41} is significantly different from zero and β_{43} is not significant conditions are met, β_{51} and β_{65} are both significant. Thus, we have found a moderated mediation effect. Hence, hypothesis 14A is supported. We find that the mediating effect of TQM on the MO-subjective performance relation is not moderated by market turbulence.

Hypothesis 14B: The mediating effect of TQM on MO-subjective performance is moderated by Competitive intensity.

Table 64: Least Square Regression Results for MO, Subjective Performance, TQM and Competitive intensity Moderated Mediation Analysis.

Predictors	Equation 4 (Performance)		Equation 5 (TQM)		Equation 6 (Performance)	
	b	t	b	t	b	t
X: MO	.419	6.926***	.181	2.695***	.389	6.405***
W: compint	.210	3.588***	.210	3.236***	.168	2.852***
XW: MO× compi	.076	1.353(NS)	.002	.038 NS	.073	1.328NS
M: tqm					.183	3.27***
MW: tqm× compint					.024	.448*

Note: * $p < .05$, ** $p < .01$, *** $p < .001$, NS= Not Significant, Compint = Competitive intensity, TQM= Total Quality Management, and MO= market orientation.

β_{41} is significantly different from zero and β_{43} is not significant conditions are met, β_{51} and β_{65} are both significant. Thus, we have found a moderated mediation effect and hypothesis H14B is supported. Our results establish that the mediating effect of TQM on the MO-subjective performance relation is moderated by competitive intensity. In periods of high competitive intensity TQM enables MO to impact more on subjective performance.

Hypothesis 14C: The mediating effect of TQM on MO-subjective performance is moderated by technological turbulence.

Table 65: Least Square Regression Results for MO, Subjective Performance, TQM and Technological Turbulence Moderated Mediation Analysis.

	Equation 4 (Performance)		Equation 5 (TQM)		Equation 6 (Performance)	
Predictors	b	t	b	t	b	t
X: MO	.491	8.424***	.186	3.070***	.440	7.750***
W: techturbu	-.099	3.588***	.332	5.727***	-.206	-3.590***
XW: MO× techturbu	-.024	-.413(NS)	-.072	1.211NS	.023	.385NS
M: tqm					.281	4.875***
MW: tqm× techturbu					-.075	-1.321NS

Note: * $p < .05$, ** $p < .01$, *** $p < .001$, NS= Not Significant, techturbu = Technological turbulence, TQM= Total Quality Management, and MO= market orientation.

Although, β_{41} is significantly different from zero and β_{43} is not significant conditions are met, β_{51} and β_{65} are both insignificant. Thus, we have not found a moderated mediation effect, and hypothesis H14C is not supported. Our results reveal that technological turbulence does not moderate the mediating effect of TQM on the MO-subjective performance relations.

Hypothesis 14D: The mediating effect of TQM on MO-subjective performance is moderated by market growth.

Table 66: Least Square Regression Results for MO, Subjective Performance, TQM and Market Growth Moderated Mediation Analysis.

	Equation 4 (Performance)		Equation 5 (TQM)		Equation 6 (Performance)	
Predictors	b	t	b	t	b	t
X: MO	.465	6.955***	.184	2.512***	.442	6.703***
W: mktgrwt	.089	1.366NS	.159	2.224**	.029	4.55 NS
XW: MO× mktgrwt	.075	1.228(NS)	.006	.090 NS	.108	1.775*
M: tqm					.185	3.247***
MW: tqm× mktgrwt					-.125	-2.115*

Note: * $p < .05$, ** $p < .01$, *** $p < .001$, NS= Not Significant, mktgrwt= Market growth, TQM= Total Quality Management, and MO= market orientation.

All conditions necessary have been met to achieve moderated mediation. β_{41} is significantly different from zero and β_{43} is not significant conditions are met, β_{51} and β_{65} are both significant. The moderation mediation effect of hypothesis H14D is supported. Our results show that market growth moderates the mediating effect of TQM on the MO-subjective performance relations.

Table 67 Summary of Quantitative Results of Hypotheses Tests:

Hypotheses	Results
Antecedents of MO: - Top Management, interdepartmental connectedness, and Reward Systems: Hypotheses 1A, 1B, 1C	Hypotheses H1A, H1B, H1C are all Supported
The relationship between MO, customer orientation, competitor orientation, and inter-functional coordination: - H2A-profitability, H2B-Overall success; H2C-Market share; H2D-Growth rate; H2E-Business size.	H2A, H2B, H2D, and H2E are not supported. Hypothesis two C (H2C) is partially supported: Inter-functional coordination predicts Market share
The relationship between MO, customer and competitor orientation and inter-functional coordination and subjective performance. H3A: MO; H3B: CUSTOR; H3C: COMPORT; H3D: INTERFUNC	H3A supported-Type of organisation and Size (share capital); H3B -supported-Size (Share capital); H3C - supported, Type of organisation and Size (share capital); H3D - supported-Size (Share capital)
Single Model: Relationship between MO sub-dimensions-customer and competitor orientation and inter-functional coordination and subjective performance.	H3B and H3C - Supported. Size (share capital) Control variables. However, H3D not supported.
Moderation Effects: Market turbulence H4A -Market turbulence-MO, H4B - Market turbulence-Custor, H4C - Market turbulence-Comport, H4D - Market turbulence-Interfunc.	H4A H4B, H4C, H4D; Not Supported
Moderation Effects: Competitive intensity	H5A H5B, H5C, H5D; Not

H5A- Competitive intensity-MO, H5B- Competitive intensity-Custor, H5C- Competitive intensity -Comport, H5D- Competitive intensity-Interfunc.	Supported
Hypotheses	Results
Moderation Effects: Technological Turbulence H6A- Technological Turbulence- MO, H6B- Technological Turbulence-Custor, H6C- Technological Turbulence-Comport, H6D- Technological Turbulence-Interfunc.	Hypotheses H6A, H6B, H6C- Not Supported. But, H6D is Supported
Moderation Effects: Market Growth H7A- Market growth -MO, H7B- Market growth-Custor, H7C- Market growth-Comport, H7D- Market growth-Interfunc.	H7A H7B, H7C, H7D- Not Supported
Mediating Effects of Innovation-Subjective Performance H8A- MO, H8B-Custor, H8C-Comport, H8D-Interfunc- NOT TESTED.	H8A-Supported (Partial mediation), H8B- Supported (Partial mediation), H8C- Supported (Complete mediation). All supported.
Mediating Effects of Learning Orientation (LO)- Subjective Performance H9A- MO, H9B-Custor, H9C-Comport, H9D-Interfunc- Not tested because there is no direct effect to mediate.	H9A-Complete mediation, H9B- Partial mediation, H9C- Complete. All supported.
Mediating Effects of Total Quality Management (TQM) -Subjective Performance H10A- MO, H10B-Custor, H10C-Comport, H10D- Interfunc-NOT TESTED.	H10A- Supported (Partial mediation), H10B-Supported (Partial mediation), H10C-NOT SUPPORTED
Mediated moderation (MEMOD): H11A-Innovation, H11B-LO, H11C-TQM.	H11A, H11B, and H11C-SUPPORTED
Moderated mediation (MOMED)Effects (INNOVATION): H12A- , H12B-, H12C-, H12D- H12D- Moderating Effect of market Growth	H12A, H12B, H12C- Are SUPPORTED. But H12D is not supported (i.e Market Growth)
Moderated mediation (MOMED)Effects (LO): H13A, H13B, H13C, H13D	H13A and H13B are supported. However, H13C and H13D Not

	supported
Moderated mediation (MOMED) Effects (TQM): H14A, H14B, H14C, H14D	H14A, H14B, and H14D are supported. However, H14C is not supported.

Qualitative Data Analysis:

5.9.0

Findings of Qualitative Analysis

Introduction

At the beginning of this study, issues bordering on the knowledge, understanding, use and consequences of the market orientation (MO) construct in Nigeria and within Nigerian organisations informed our research design. I sought to ascertain managers' 'lived experiences' regarding MO, its use and essentially its strategic relevance to firm success. Hence, micro, small and medium-sized enterprises (SMEs) and large (wholly owned Nigerian, foreign, multinationals, quoted and unquoted) organizations were researched. To attain multiple-informant criteria, managers from different functional units form the nucleus of the research participants. With this, a good representation of organizations from both the manufacturing (50 %), service (50%) sectors respectively as well as various functional unit managers were achieved.

Nigerian organisations are passionate about their businesses and seek to achieve high performance. Thus, firms are open to management/ organisational practices useful for exceptional firm outcomes.

We begin this analysis with first, the process of the interview guide design, process of qualitative data analysis and the process of generating themes from the qualitative data set. Second, an exploration of managers' conceptual understanding of MO, as it gives us some level of comfort that they (managers) are conversant with the research phenomenon. Thirds, the factors that are relevant to MO and its creation are treated. Fourth, the theorised MO-performance relations and the variables that affect these relations are detailed. Fifth, the process, and factors necessary for the seamless implementation of a market-oriented culture in organizations are investigated. This approach is essentially relevant as we move from conceptualising the construct to its strategic efficacy, which logically leads to implementation. To achieve this, manual thematic analysis of interview transcripts was conducted to allow for greater immersion in the data (Wood and Kroger, 2000) than would occur with the use of a computer-assisted software analysis. The manual thematic analysis was informed by guidelines developed and recommended by Patton (2002), Auerbach and Silverstein (2003) and Creswell (2003) to enhance the identification of emerging themes within and across interviews. Here are their stories and how it all emerged....

The process of Designing the Interview Guide:

The data for the qualitative strand of the research was collected using in-depth- interviews of ten organizational managers in ten different sectors of the Nigerian economy. This is necessary to explore and reveal the lived experiences of managers relating to their MO practices and the connection between the various phenomena in the research. An interview guide- interview questions, were drawn up, thought-through and utilised to elicit the needed data essential to address the study's research concerns.

Thus, the construction of the interview guide was premised on four pillars. First, the variables identified from an extensive review of relevant MO literature. Second, the variables that are relevant and are part of the research design. Third, views of MO and marketing academics. Fourth, preliminary discussions with organizational managers and their thoughts on MO. These, shaped and informed the interview questions, structure, and timing of all interviews.

To this end, all aspects of the research needed managers' views to aid complete comprehension of MO construct, its practice, and links with organizational performance in our context Nigeria. Therefore, questions pertaining to all aspects of the study were designed, structured and asked.

- (A) Market orientation construct
- (B) Components of MO
- (C) MO and organizational performance
- (D) Moderating variables- environmental factors
- (E) Mediating variables- internal organizational factors and
- (F) The implementation of MO

The process of the Qualitative Data Analysis and Generating Themes from the Qualitative Data:

With the qualitative data analysis in mind, I began with careful and detailed memoing during the data collection stage- in-depth interviews and data analysis stages of the study. Below are the step-by-step processes of the data analysis.

Transcription of Interviews: All interviews with organizational managers were voice recorded and then transcribed. Thus, the ten managers' interviews were separately transcribed which generated a textual document of the views of all managers on all interview questions.

Coding and Development of Category Systems: All interview transcripts (data) were carefully read a number of times, line by line and then divided into meaningful analytical units as recommended by Auerbach and Silverstein (2003) and Maxwell (2013). Thus, every meaningful segment was coded, and a master list of all codes was developed and used in the research study.

To adequately understand and analyse the data, certain steps were adopted in the coding process. These include coding steps in the following order: the raw text, relevant text, repeating ideas, themes, theoretical constructs, theoretical narrative, and research concerns. This was necessary to move me from the raw text from managers' to addressing my research concerns in an orderly manner to generate evidence. However, in presenting the result of the study, the repeating ideas, themes and theoretical constructs were used to create a theoretical narrative that is to construct meanings from the data.

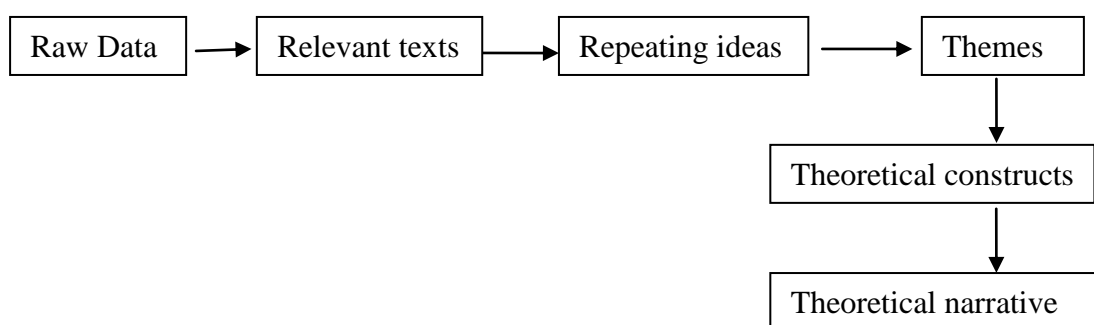


Figure 40: Qualitative Data Analysis Process

Below are the steps:

Step 1: Read the transcripts to identify and code aspects that relate to my specific research concerns as these are the "relevant texts".

Step 2: Reading through the "relevant texts" from the different organizational managers, revealed the use of similar words and phrases to express same ideas. These are called "Repeating ideas". Thus, these shed further light on my research concerns. Where there exist "repeating ideas" across various sectors and regions of the country studied, it lends support to the independent thought and universality of the MO concept in Nigeria. Examples of repeating ideas include:

- (A) The key thing is to satisfy your customers at all times
- (B) Our top management is very key
- (C) You must go through one form of training or the other to

generate new ideas(D) Our market research tells us exactly what the customer needs.

Step 3: Repeating ideas common to research subjects were then grouped as "themes". Examples of themes include:

- (A) Factors necessary for supporting (creating) MO (B) Level of MO practice
- (C) Implementation of MO (D) Factors affecting MO practice.

Step 4: Organizing these identified "themes" into larger and more abstract ideas forms 'theoretical constructs.' The theoretical constructs link my data to the MO theory, which underpins this research. Examples of theoretical constructs: (A) Defining and describing MO (B) Support for the creation of MO (Antecedents of MO) (C) Level of organizational MO and practice determining factors.

Step 5: The "theoretical constructs" were used to create "theoretical narrative". This was achieved by re-telling the research participants' stories in terms of the theoretical constructs. In addition, patterns and connections showing relationships between themes were identified, as some of Spradley's Universal Semantic Relationships were adopted (Spradley, 1979).

Further Coding Procedure: during coding, I used quotations for "repeating ideas", italics for "themes" and capital letters for "theoretical constructs". The theoretical constructs were then used to generative "theoretical narrative", which is grounded in my data and produced evidence.

5.9.1 Defining and Describing Market Orientation.

To ascertain the understanding of the MO concept, managers were asked to describe what MO means to them (conceptualisation of MO). This exercise is necessary to be clear that they are the right respondents and that their responses were relevant to the study. Their thoughts about the MO concept were varied and akin to the theoretical conceptualisation even without formal marketing education. Their focus was on the market, customers, what the competitors were doing and the overall Nigerian business environment [DEFINING MO]. First, customer focus is needed to satisfy the market needs (*our focus is on our customers because the key thing is to satisfy your customers at all times*). They seek information from customers to understand their needs: "we ask them are our products

(services) good enough? This way: *"we are able to care for customers, and it helps us to be able to retain a lot of customers and they keep coming back"*. This is key as: *"our priority is the customers as we feel that the customer is king and time has come for the customers' voice to be heard"*. Second, managers constantly keep their eyes on the competition and gather information about them from their customers who are also customers of these competitors: *"we ask the customers if our products are better than that of our competitors"*. Aside talking to customers, organisations conduct formal (in-house and use external research agencies) market research to be further abreast of market development. *"The bank's research team studies and interprets economic data for better business management and customer satisfaction"*. *Our market research tells us exactly what the customer needs and what the competition is doing"*. Third, to be effective, organisations need to cooperate and coordinate their activities: *"market information gathering is a collective thing in our company"* and *"our managers share information about market trend, new ideas, innovations and the competition..."* (Market information generation and dissemination). Hence, organizational processes and procedures are coordinated to achieve success.

5.9.2 Antecedents of Market Orientation:

To become market oriented, all elements of the organisations must be involved and support the vision and mission of the firms. These elements within the organisations include senior management, employee involvement, formal and informal interactions and relationships among various functional units (interdepartmental dynamics) [ANTECEDENTS AND SUPPORT FOR THE CREATION OF MARKET ORIENTATION].

Senior management: the top management's commitment and focus on creating MO must be visibly established (*our top management is very key to our MO drive*). Top managers lead by example, create the awareness among staff and demonstrate their hunger and thirst to become market oriented by always demanding more market focus from other employees. *"For me, I will say that senior management and management, in general, have been very very positive in marketing our brand"* and *"is very involved in the bank's MO drive"*. On the role of senior management in the organisations' quest to become more market oriented, one of the managers interviewed said: *from my company's point of view, they (senior management) are the brains and still continue to be solidly behind marketing (MO) in the best possible ways"*. This explains why they have emphasized on training: *"you must go through one form of training or the other to generate new ideas"*. That is essential for the

survival and success of the organisations because *"competition is getting more intense, and competition, knowledgeable customer base and the need to create relationships drive the bank to be market oriented"*. Thus, all staff needs to know what the organisations present and future developmental ambitions are at every point in time. To achieve this: *"one factor that is important is communication, and there should be clear communication right from the onset"*. Hence, organisations can contribute meaningfully towards the development and sustainability of their host communities: *"so we also look at social responsibility as one of the functions of organisations' management"*. Being socially responsible is a good way of improving an organisation's market orientation posture as it sends a good message to the market that they care about every stakeholder.

Reward systems: organisations need to articulate clearly their entire systems, processes and structures, which are antecedent to MO. These include a good reward-based approach to management (*rewards systems are used to motivate and create healthy competition amongst staff*). All ten managers subscribe to rewarding high-performing staff: *"there are reward systems in place in our organisation; we have this scheme in place"*. This encourages hard work, creates mutual respect and support and a feeling of camaraderie among employees. *"These rewards could be financial, promotion; and it can come in any form. It can be commendation letter, it can be a recognition, so it comes, it depends on whatever it is"*. This sort of working environment is healthy as: *"members of staff have an obligation to work in harmony, work harmoniously with the other person"*. This *"yields high productivity, improves the company because, at the end of the day, we deliver good service and get good image"*. Employees are rewarded for having good internal relationships, which they extend to external customers, in terms of innovative ideas and recording good sales. Hence, *"we encourage and motivate them using incentives"*. *"Rewards exist for staffs who work harmoniously to create camaraderie which is needed for growing the fortunes of the company"*.

Aside rewards, it is hugely important to ensure well designed processes and procedures: *"So, it is important that our processes are... in as much as you are innovating, and you are doing all those things but those are back-end that the customer doesn't want to see. All they want is service, it is very very important that those processes are put in order"*. It is apparent and obligatory that organisational internal processes, procedures and structures need some strengthening. Thus, it is evident that good reward system, processes, and procedures are antecedents to market orientation.

The conflict between departments: For there to exist a focus on market (MO), organisations must avoid or reduce to the barest minimum disruptive internal strives, discord, acrimony and rancour of any sort. Managers assert that employees who engage in conflicts distort and disrupt organisational focus, which is counter-productive. It could come in the form of a staff delaying input for the job of another staff. This could be handled by *"the human resources unit and punitive measures can be involved for everybody to understand that there is timing for everything, it is laid down for individuals to understand and it is not about being in good terms or not"*. *"Fortunately, we do not usually have such disruptive conflicts among individuals or department in terms of execution of duties and we hardly have such a problem in our company"*. A conducive and friendly working environment is essential for a focus on the market because: *"if there are no conflicts, or there exists one, a clear cut conflict resolution procedures must be in place"*. With this effective organizational management, a market-oriented way of life could be entrenched and would thrive.

Technology: Technology plays a profound role in modern businesses operations. Managers stated: *"technology is now needed to create excellent products including services"*. *"We really think technology is now one of the most important tools needed to make us market-oriented"*. This is not surprising as technological capabilities including- *"Our latest technology allows us to produce more quantities and at a lower cost compared to our competitors"*. This sort of edge will definitely ensure that the firm with superior technology gains a competitive advantage over and above their peers.

5.9.3 Organizations' Level and Practice of Market Orientation:

This study's research concerns are to ascertain if Nigerian managers (organizations) practice MO and if they know their level of MO that is how market-oriented they are [LEVEL OF ORGANISATIONAL MO AND MO PRACTICE FACTORS]. Nine of the managers (research participants) were confident that their organizations were market oriented, hence practice MO (*I will say that we are very much oriented to the market*). They echo how much market focused they are: *"We are highly market oriented and on a scale of 1-10, I will say we are 8 or 9, we are..., yes we are"*. Organizations in a competitive market might not have the luxury of not being market-oriented or risk not been aptly oriented towards the market. *"We are market oriented all the time, and the reason we do is that we cannot afford not to be"*.

However, one manager said they are not market-oriented in their firm: "*we do not practice market orientation :(why no practice of MO) but really should*". She advanced reasons for the non-MO practice in her company as First, "*we haven't really reached that stage that we start packaging and start going into MO because the competition is not that much in our sector*". It is quite amazing to find this sort of evidence that some organisations think that until they are big, they do not need to be market oriented. The second reason offered for not practicing MO or factor, which hinders its practice, is that: "*favouritism and nepotism in terms of award of contracts from the government: No matter how good you are as a company, you need government connection*". This notwithstanding, there are certain factors that enhance the practicability of MO with Nigerian firms. For instance: "*factors like innovation, quality and the people are very key*". "*The quality of staff is essential to attaining MO, so it is about how do I contribute to making this a better company?*". While others offered some reasons, why they have to be market focused: "*we need to be market oriented especially when the market is not growing, and it keeps us our toes*". For other managers who are working hard to remain market oriented, it is a call to duty to help in transforming and achieving organisational effectiveness. : "*We really need to be on top of our jobs (market oriented) to deliver happiness to our customers so that they will actually remain with us*". They are of the opinion that: "*if the market increases, your (a manager's) responsibility to his/her customers increases*". This might be due to the fact that as the market grows organisations are forced to retain their market shares and market dominance. Hence, engages in continuous improvement.

However, practicing MO is one thing and been able to measure their level of the construct is another. It is essential that organisation continually evaluate their level of MO to track performance and the need for change in business strategy consistent with changing mood of the markets. Some managers attest to measuring while some others do not. : "*we don't measure because we don't really have any formal way or means of measuring MO*". Interestingly, others say: "*we measure how market-oriented we are, I know we use the 80/20 rule, that is, the Pareto principle*". Hence, to this class of organizations, MO is measured based on the company's success in terms of increasing or falling market share. "*We use queue management system and information from internal surveys and research reports by independent bodies aid our MO measurement*".

5.9.4 Consequences of Market Orientation

Organizational performance: Extant literature on the MO body of knowledge asserts and echoes loudly the potency of the construct in enhancing various forms of organizational

performance [CONSEQUENCES OF MO]. Prior streams of research support the positive effects of MO on performance indices including profitability, customer satisfaction, return on investment, new product development/ success, market share, export success and many others. The researcher sought to ascertain the veracity of this claim. Thus, managers were asked if they are in agreement with the efficacy of MO in changing the fortunes of their various companies. They (managers) were of the opinion that: *"MO creates the needed market"* and *"impacts positively on all performance indices"*, Hence, *"has definitely helped our organisational performance"* (MO-organisational performance links). This high praise for the construct notwithstanding, prior research and management/marketing theory suggest that there may be other factors that could be attributed to firm success aside MO. In line with this reasoning, they (managers) opine that *"there are other contributing factors to increased organizational performance"*. First, *"So it goes beyond just being market oriented, you have to improve (do) the quality of products you push out there to the market"*. Second, *"because we do a lot of learning, teamwork, use innovation, all that come into play in helping us to improve our performance"*. This is indicative of the fact that MO singly might not be adequate to foster the type of performance organisations desire. Hence, *"MO alone cannot and does not directly impact on performance. Instead other strategic orientations are needed...: (direct effect of MO on firm success)"*. Consequently, there are other factors implicit to organizational success. For example, *"Innovation plays a perfect role in our MO-performance drive and makes companies competitive and profitable..."*. Also, *"quality is needed to enhance the organizational strategy..."*. For this reason, they suggest, *"internal systems aid organizational learning"*. These taken, depending on your sector and type of business, the effect of MO on performance might be different. A manager posit that *"we could say that MO directly impacts on our performance as a company"*. Furthermore, other external environmental factors largely influence the postulated relations in several dimensions. An example is a statement from one of the managers that: *"technological changes affect our MO drive and performance positively and negatively"*. Positively, *"it (technology) helps us deliver better service. Because technology has taken a front burner in banking because customers are now savvier, particularly; the penetration of the Nigerian market space by telecoms industry which has changed the dynamics of the game completely"*. What we find in our present market is significantly different from what obtained in the past. *"Now it is all about digital media, so all you need to do is to identify key sectors, key drivers, key sites that your consumers visit online and it is easier for you to reach out to them"* In the negative

sense, *"if a company is not in tune with technological changes, it will lose its market share"*. Nevertheless, the consensus amongst all respondents is that modern companies have embraced technology and its ever changing landscape ...so it (technology) *has improved our market orientation and performance, it has, it has, it really has"*. This is a strong indication of the value technology has added to the operations and performance outcomes of these firms. Overall, it appears that these managers have been effective in employing technology and MO to improve all performance indices in the organizations studied.

5.9.5 Moderation Effects on Market Orientation-Performance Relations

Certain variables within the external environments of organizations often impact benignly on or become hostile to their business operations and possible results [MODERATION EFFECTS]. These variables include market and technological turbulence, market growth and competitive intensity (*factors affecting organisational MO practice and outcomes*). Managers shared differing opinions on the impact of market turbulence on their MO practice.

Market turbulence: During periods of market turbulence, customers' taste and preferences change rapidly, and this poses a challenge to most organisations. For fear of being out of touch with market developments: *"we randomly call customers, we monitor changing buying and consumption behaviours"*. This is necessary because *"customers talk about products they like and the ones they don't like and so you can monitor their preferences, by asking questions"*. Due to the speed and extent of change in customer tastes and preferences in turbulent market situations, organisations tend to be more oriented towards the market. Seek more market information, *"we monitor market moods with questionnaires for customers to tell us where to improve, and we always ask our customers if they are happy with our services"*. An approach that might not be useful in times of low market turbulence. This is because *"if customer tastes and preferences do not change, we could be less bothered about the markets and still be profitable"*. We could then conclude that the extent of market turbulence determines the seriousness organisations attach to being market oriented. There seems to be a positive and high effect of market turbulence on the theorised relations during highly turbulent markets.

Competitive intensity: competitive intensity is a strong predictor of the MO drive of organisational managers. Thus, there are benefits and challenges that managers enjoy as

well as contend with in such situations. Importantly, on a scale of 1-10 with one as low and 10 very high competitions, the overwhelming majority of the managers said, *"competition is really fierce in our sector"*. This ordinarily speaking portends danger for many a firm, but it became a motivating force to firms. They said *"competitiveness lead companies to be proactive"* which is needed to keep firms on track. However, *"if there is no competition, you could offer any haphazard and low-quality product, so it's competition that keeps every business on its toes"*. It appears from the above that competitive intensity drives businesses to strive to be properly oriented towards the market, and towards meeting customer needs. Because *"competitive intensity now defines the way companies develop strategies, new products, processes, new alliances, and partnerships"*. It makes companies strive *"based on that we have to make sure that we see the future now before the future comes"*. This means firms take proactive steps to retain market share and remain successful. Also, high competition in a sector could create issues like this: *"high competition creates aggression in our industry"*, which might entrench some unwholesome practices to the detriment of the overall economy. On the other hand, a manager opined, *"competition is low in our sector because it is new"*. Thus, organisations in such a sector can afford not to be market oriented and remain competitive and profitable. Nevertheless, when the industry matures and more firms join in the chase for customers' patronage, this firm, and its managers will definitely veer from this un-productive path and journey towards becoming market oriented especially with technological advancement.

Technological Turbulence: When technology advances, products life cycle shortens as products journey more rapidly through the various stages of life cycle. This period in the life of a sector is termed technological turbulence. Organizations more often than not are spurred on to fight for a decent market share by acquiring latest technologies and churning out new products. Thus, their actions are more driven by the need to survive and thrive, which leads them to be more market focused and seek market information. *"Technological changes affect our MO drive and performance positively and negatively"*. Hence, positively, they (organisations) *"monitor market trends, innovation and technology constantly"*. This is in a bid to remain relevant as *"monitoring the market is a constant feature of our business, and it is a routine thing, yes it is a routine thing..."*. The level of technological turbulence dictates and directs firm activities including their MO actions. *"So you must be innovative with technology, so its innovation, innovation, and technology are key"*. Some managers are of the opinion that *"in fact technology is the number one thing in our business"*. This is more related to its impact as *"technological changes have positively*

impacted on our company's MO practice and a move towards the market using advances in technology to service customers is seen as the organisation's culture". On its role in the MO-performance relations, they said, "yes, with the kind of market that we are, technological change has a positive effect on our performance". Nevertheless, negatively, a dissenting voice was that of a respondent whose firm suffered the harsh reality of technological turbulence said, "improvement in tech can knock a company off business completely because you are offering a product that has been overtaken by improvement in technology will knock you off completely. .". By implication then, any firm that is not in tune with technological changes will lose its market share and influence regardless of its size. Suggesting that during technologically turbulent market conditions, firms are challenged to act in a market-oriented fashion, and this yields a positive impact on their organisational performance.

Market growth: Market growth describes a situation where the need for a product is constantly increasing. Demand tends to be on the rise due majorly to either increase in population or simply consumption. This poses a different sort of challenge to organisations because *"if the market increases, your responsibility to your customers increases as well in order to meet their orders"*. This seems to be because the growth translates to higher customer demands and expectations of the firm. However, when the opposite is the case, low market growth, *"we have to be market oriented especially when the market is not growing; you really need to bring in market orientation"*. These market changes have an effect on *"how we do business, as customers taste change, strategies change to accommodate the customers as their satisfaction is all that matters..."*. Necessary to continue to play a commanding role in its sector, firms take decisions and actions because *"we need to be on top of our job in order to deliver happiness to our customers so that they can continue to remain with us"*. Consequently, managers echoed that *"market changes affect performance because times have changed, as the market grows, companies are forced to do more to retain their market shares"*. Thus, an indication that positive or negative change in market growth could encourage firms to seek ways to satisfy their customers and this would impact positively on their performance.

5.9.6 Mediation Effects on Market Orientation-Performance Relations

In the internal operations of an organisation, several factors shape and determine its operational effectiveness. A market-facing firm requires tools to aid its processes and procedures and be successful [MEDIATING EFFECTS]. These variables include

innovation, total quality management (quality), learning orientation and organisational culture. These act as fodder for the creation of high quality and competitive products (*enabling components of firm creativity and success*).

Innovation: Innovation is the ability of the firm to create something new to the market and is ideally appreciated by customers. Within the realms of business and marketing specifically, organisations hold *"innovation to be very important and plays a key role in helping us to be market oriented and our MO-performance drive"*. This remark is especially more important in highly competitive markets accompanied by high market and technologically turbulent conditions. That explains why firms believe *"innovation is key to improving our MO-performance relations"*. Essentially true is the view that *"in fact, any business without innovation, without new and changing business strategies will not survive. Innovation makes the difference between our competitors and us. So innovation makes us competitive and able to stand the competition in our market and remain profitable..."*. This provides an indication of the huge and positive effect this organisational resource has on the MO-performance relations. Nevertheless, innovation might not be a single element in this push for success. Because *"now sometimes, innovation is not enough, so it is not about innovation but renovation"*. This calls for further market research to generate the much-needed understanding of what, how, where, when and who to innovate.

Total Quality Management (TQM): As markets grow, consumers' taste and preferences change rapidly, and competition intensifies. To remain a dominant player, the need to continually improve its product quality become the overarching focus of firms. Service and manufacturing companies alike agree that they *"always want to maintain the quality of our service even in terms of the way we attend to our customers"*. Thus, quality is hugely relevant to a firm's MO drive, *"if you don't have high-quality products to offer, then your strategy will not work no matter how loud you shout"*. Indeed, quality (TQM) is necessary to keep firms in business and in the market. *"For us, TQM is very key to us because, we believe that our brand is an extension of who we are as a company and for every bottle of our brand that is on a consumer's table, it is our company there represented, and we want to always look good"*. However, although TQM is essential to keep your head above the competition waters, *"clear-cut internal processes and procedures are key to a bank's ability to achieve success"*. Therefore, *"TQM improves our MO drive and strategy leading to higher performance and has a positive effect on the theorised MO-performance relations"*. These accounts evidence the useful role of TQM in all ramifications of firms' business lives but could be better achieved when organisations learn to learn.

Learning orientation: Learning orientation leads organizations continually to seek new knowledge about customers, competitors, market and trends in general. Armed with unarguably the most important tool set, limitless growth opportunities abound for firms who adopt this orientation and inculcate in their employees the culture of learning [IMPACTFUL LEARNING ON MO-PERFORMANCE]. All managers and firms researched view learning as an essential element of their business success. *"Learning is an important tool that helps us to be market oriented, of course, of course, because you start dying when you stop learning"*. In a bid to continue prospering and become market leaders in their sectors, firms adopt training because *"like the saying goes that if you don't train them, don't blame them"*. It is widely believed amongst respondents that *"training is necessary for the creation of market orientation"*. Hence, the consistent call for further training programmes as *"it (training) helps us to be successful and is continuous in our organisation"*. That suggests why lately *"both soft and technical trainings are conducted at regional and branch levels as well as nation-wide"*. To ensure this persists, internal systems and processes must be well structured to aid organisational learning (*Supporters of organisational learning*). All managers overwhelmingly supported this drive because *"learning is essential to developing MO and in helping organisations achieve better performance"*. Thus, the learning culture must and should be a part of every organisation's culture.

Organisational culture: The way a firm carries on business highlights their organisational culture. It includes their artefacts, norms, values, processes and procedures and generally their way of life. Thus, *"a move towards the market using advances in technology to service customers is seen as our organizational culture"*. This illustrates the stands taken by different organisations to entrench a seamless work culture capable of yielding successful outcomes. This comes with decisions on for example lateness *"as a company; the African time thing is not something we work with here"*. On the other hand, firms are swift to act in fashions that capture their operating environments. *"An aspect of our culture I would say influences what we do is the fact that Nigerians are social by nature and what we do is to provide products that are like social stimulants"*. Hence, all employees are adequately and aptly briefed on what is or not acceptable within their various firms. They (firms) said, *"our culture is in tune with that of the market and creates our innovative abilities"*. This is necessary because *"our organisational Culture improves our market drive and performance"*. Although management literature holds that culture is internal to every organisation, Nigerian managers and firms oppose this view saying, *"our*

organisational culture is contingent on the culture of the market we serve". Thus, their firms' cultures are structured and in tune with the culture of the people, they serve, hence adjust where that is imperative. Notably, there was a consensus amongst firms that a market-oriented culture is sacrosanct to effective organisational management and enhances performance outcomes.

5.9.7 Implementation of Market Orientation in Organizations

There is a resounding support for the efficacy of market orientation from all organisational managers researched. They have clearly voiced the very essential role MO plays in helping firms improve on their performances and become successful especially in tumultuous market conditions. While a lot is known about what, why, when and where of the construct (MO), knowledge on "how and who" to implement it is not certain [IMPLEMENTATION OF MO STRATEGY IN ORGANISATIONS]. There seems to be no one way instead several ways to do this and the approach borrows from the change management theory.

First, communication is needed to get every employee up to speed with the firm's focus and culture. This is sacrosanct to obviate cases of "organisational silence" and prevent staff from experiencing "cognitive dissonance" (Morrison and Milliken, 2000). Constant communication to employees is essential to foster understanding of organisations' systems, processes, and networks.

Second, to be effective in the implementation of MO, training organisational members is imperative (*training helps us to be successful, and it is continuous in our organisation*). This is synonymous with learning orientation, which aids understanding of what the firm stands for. *"Training is very important for us because really the economy is becoming more global and if you think you are just playing in the Nigerian market, then you are wrong"*. This suggests that competition is now global and Nigerian firms are not in competition with other Nigerian firms but rather other foreign organisations. *"Training, internal structure of the organisation, communication, continuous research and reporting lines must ensure that everybody understands what the organisation expects from them"*.

Third, employees need to be well briefed and supported to express their opinions freely, be valued assigned some level of control and be rewarded as they discharge their diverse responsibilities. *"Rewards encourage staff to be committed and imbibe the market-oriented mind-set or culture"*. With the emergence of their (employees) voices been viewed positively, they will be motivated to make valued contributions, and this builds trust, respect, and sense of belonging. From this standpoint, *"motivation, feedback and training*

are very important components to stimulate employee reception of culture change". However, another view is that "employees implement MO because they need the company to remain in business so as to retain their jobs".

Fourth, internally, getting it right from the onset is necessary. Organisational structures, processes, procedures, internal systems and networks must be aligned and congruent with the market focus strategy of the firm. *"To implement MO then, technology, company structure, internal processes, staff motivation must all be tilted towards meeting the needs of the market and the final consumer of our products".* With this, *"employees implement MO because their lives depend on it".* Because *"from a bank's perspective, your internal processes, procedures and systems are increasingly very very very important".* This means that if organisations do not get their internal processes right, then the possibilities of instituting MO, as an organisational culture would be limited or better still non-existent.

Finally, to implement change procedures that usher in the market orientation culture and ultimately strategy, employees ought to, should and must be consulted. This consultation is vital because they (employees) are the change agents that would see to the success or failure of the change exercise. It thus follows that getting employee buy-in in the change process is an essential requirement for the achievement of success. The above recommends processes of implementing MO using change management theory and is akin to Lewin's (1951) force field model of change. Here employees must unlearn the unproductive activities and behaviours, then imbibe the new ways of focusing on the market and finally ensure no slippage into the previous practices.

Table 68 Summary of Interview Participants

	Number (%)
Managers of large (including multinationals MNCs) organisations	7 (70%)
Owner managers of small and medium-sized enterprises (SMEs)	3 (30%)
Main Sectors:	
Banking,	2 (20%)
Telecommunications,	2 (20%)
Publishing,	1 (10%)
Courier	1 (10%)
Beverages and Confectionery	2 (20%)
Environmental/hygiene	1 (10%)
Brewing industry	1 (10%)
Large	6
Medium and Small	4
Manufacturing	5 (50%)
Service	5 (50)

5.9.8 Testing the Quality of Qualitative Research and Data- Validity and Reliability

The qualitative strand of a study of this magnitude demands ways of ensuring that standards of quality research are met. To achieve this calls for researchers to take into account subjectivity, interpretation and context. Several debates abound on the use of the terms ‘‘validity’’ and ‘‘reliability’’ in qualitative research. This is hinged on the premise that the concepts are closely related to the quantitative methodology and philosophical assumptions which believe in ‘‘objective’’ standard of evaluating respondents’ ‘‘social constructions’’ (Guba and Lincoln, 1985; Denzin and Lincoln, 2005). Consistent with the qualitative research tradition and philosophical assumptions, a number of concepts have been proposed including; trustworthiness, authenticity, and quality (Maxwell, 2013), credibility, transferability, dependability and confirmability (Richards, 2009). These are intended to reflect the ‘‘constructivist’’ approach needed to make implausible anything that will invalidate the qualitative interpretation of data and conclusion of a qualitative study—that is *threats to validity*.

Evidence from the data makes implausible any validity threats but not the methods employed, as methods could only be a way of generating rich evidence that could help rule out validity threats (Irwin, 2008). This ensures that my interpretation and conclusion are grounded in the data and are devoid of unjustifiable subjectivity. Consequently, validity, reliability and generalizability are discussed in two parts. The first will treat validity and reliability as ‘‘*justifiability of interpretations*’’ and generalizability as ‘‘*transferability of theoretical constructs*’’. While the second part, looks at the strategies I have adopted to address the identified threats to validity that often invalidate conclusion of a qualitative study.

Justifiability of Interpretation- Validity and Reliability

To achieve a justifiable way of interpreting the data, three criteria recommended by Rubin and Rubin (1995) are employed. They include *Transparency*, *Communicability*, and *Coherence*.

Transparency

For my data analysis to be justifiable, it must be *Transparent*. Hence, the various steps I have taken to arrive at my interpretation are detailed to achieve transparency. For every theoretical construct used to guide the theoretical narrative, I detailed the approach to arriving at these. First, relevant texts from the data are identified which form repeating

ideas, and from repeating ideas, themes emerged. Themes, which address similar aspects of MO were then grouped to form theoretical constructs. Thus, the emergent theoretical constructs were employed in creating a theoretical narrative about the subjective experience of organizational managers in Nigeria. This, aided my understanding, interpretation, and conclusion from the data. Hence, below are the steps adopted to generate the theoretical construct- ANTECEDENTS AND SUPPORT FOR THE CREATION OF MO:

Relevant text:

- (a) For me, I will say that senior management and management, in general, have been very very positive in marketing our brand and is very involved in the bank's MO drive.
- (b) From my company's perspective, management is the brains and still continue to be solidly behind marketing (MO) in the best possible ways.

Repeating ideas:

- (a) Our top management is very key
- (b) The reward system is used to motivate and create healthy competition amongst staff.

Themes:

- (a) Defining MO
- (b) Factors necessary for supporting the creation of MO

Theoretical construct: ANTECEDENTS AND SUPPORT FOR THE CREATION OF MO.

Communicability

For the data to be justifiable, it should also be *communicable*. This implies that the themes and theoretical constructs that emerged from the data analysis should be understood and make sense to the research community and the research participants (organizational managers). Although I have based my analysis on the respondents' own words, their understanding needed to be tested to authenticate my process of data analysis. Thus, to test this, I communicated and described these themes and theoretical constructs to my

respondents and their feedback in our interactive session suggests a good understanding of the various themes and theoretical constructs in the study. This is due mainly to the reasoning that they (respondents) could recognize themselves in what I stated about them and acknowledged that I had captured their lived experience. Thus, the justifiability of interpretations is communicated in a coherent manner to allow for the transferability of emergent theoretical constructs in the study (Auerbach and Silverstein, 2003). Consequently, this presents and supports that my constructs are *communicable*.

Coherence

For the data analysis to be justifiable, it must be *coherent*. This ensures that the theoretical constructs fit together and enabled me to tell a coherent story of the MO lived experience of the research participants. For instance, the study's two theoretical constructs, DEFINING AND DESCRIBING MO and SUPPORT FOR THE CREATION OF MO, fit together to form an organized and structured narrative that describes organizational managers' construction of MO and organizational requirements for the creation MO in their various organizations. This way, the theoretical narrative- story on the subjective experience of managers, helped to organize the data for the qualitative strand of the study.

Threats to Validity and Strategies for Treatment: Sources of threats to validity abound and Cook and Campbell (1979) made an attempt at discussing these in quasi-experimental studies. However, two broad validity threats to conclusions of most qualitative research studies are discussed here, and the strategies for treating will follow. These threats are “**Bias**” and “**Reactivity (Reflexivity)**.”

Researcher Bias: This relates to the tendency of the researcher to select data that fits her/his preconceptions, goals or existing theory to generate data that is consistent with the researcher's preconceptions (Miles and Huberman, 1994). These form the researchers' subjectivity, which could be positive or negative for the study. If negative, then presents a threat to validity but helps to explain how the researchers' values and expectations may have influenced the conduct and conclusions of the study positively if positive.

Interesting, my open-minded approach to the conduct of this study, enabled me to seek the participation of managers in various sectors and regions of Nigeria. This is founded on the premise that ours (Nigeria) is a huge country with different regions and ethnic nationalities, each with their characteristics, cultures, and attitudinal dispositions. These often influence

the way each ethnic group's way of doing business and managerial approaches. Thus, efforts were made to include sectors and regions which were both expected and not expected to be market oriented or appreciate MO. The approach aimed at achieving inclusivity as negative cases were employed.

Reactivity (Reflexivity): This refers to the influence of the researcher on the research setting and individuals studied. While I acknowledge that eliminating this *actual influence* is impossible (Hammersley and Atkinson, 1995), my goal in this strand of the study was not to eliminate my influence but rather to understand and use it productively. Thus, recognizing that what the research participants say was influenced by me and the research situation, I adopted a strategy to avoid undesired outcomes of the research with a view to improving the validity of inferences. Hence, amongst the strategies to achieve this include, avoiding leading questions, allowing managers to express themselves without interjecting, encouraging them to speak in more detail using facial expressions that signify support for their lines of thought. This way, I used my influence to achieve detailed and varied lived experiences of the managers on MO construct- rich data, which were analysed, interpreted and presented valid inferences.

Further Strategies for Addressing Threats to Validity in Qualitative Research

Several other approaches were adopted to attain validity in my qualitative data analysis, interpretation, and conclusions. These include; triangulation and respondent validation (member checking).

Triangulation: Triangulation is often used to describe a research design where a wide range of data or methods of handling data are used to answer the research questions (Richards, 2009). Triangulation involves the use of diverse data sources from managers across functional areas, industries, and sizes of organisations (Creswell, 2003). Hence, triangulation is used in this context to refer to collecting information from a diverse range of individuals, settings, and individuals. Thus, the data were *triangulated*. Information was sought from varying classes of managers (from various departments and levels) in different sectors of the economy and importantly from different regions of the country. This aided *negative-case sampling*-, which attempts to locate and examine cases that could disconfirm the research expectations. It also enabled me to collect "rich data", data that is detailed and varied enough to provide a full and revealing picture of managers' MO constructions.

Finally, the rich-*thick description* was utilised during the write-up of findings, which provides shared experience and transferability (external validity) (Lincoln and Guba, 1985). Evidence from these enhanced the validity of the research conclusions.

Respondent validation: Respondent validation (Bryman, 1988) also referred to as *member checking*, is a widely used strategy for enhancing validity in qualitative research studies. *Member-checking* is mostly adopted to provide respondents with interview transcripts to verify the accuracy of their contributions (Holloway, 1997). Consequently, in this study, I systematically solicited feedback from respondents (organizational managers) about first, the data and second, research conclusions. This is necessary to ensure their lived experiences have been adequately and correctly captured. Thus, the interview transcripts and a report of the conclusions were sent to and discussed with research participants to ensure these reflect their views and that the research conclusions are understood. Feedback from participants suggests an agreement between the researcher and the respondents on the data and conclusions drawn from the data.

Finally, the credibility of the qualitative strand of the study is established with the blending of data extracts with research findings. Thus, with the process of data collection, analysis and interpretation detailed using a step-by-step approach, validity, and reliability of the qualitative research findings are adequately established (Silverman, 2014). These thus, lead to the justifiability of interpretations and transferability of theoretical constructs (Auerbach and Silverstein, 2003).

Generalization of Qualitative Research- Transferability of Theoretical Constructs

Although the repeating ideas and themes from the study tend to be culturally specific to Nigeria, the more abstract theoretical constructs extend beyond my sample and Nigeria. Thus, these theoretical constructs are *transferable* to other contexts regardless of national boundaries. However, the meanings ascribed to these theoretical constructs could be further extended and developed in other contexts.

5.9.9A Side- by- Side Comparison of Quantitative Results and Qualitative Findings (Mixing of Quantitative and Qualitative Results: MERGING RESULTS).

Table 69 below details the merging of results and findings from both the quantitative and qualitative strands of the study. Efforts were made to achieve complementarity and single study as recommended by Jick (1979). A method as prescribed by Creswell and Plano-Clark (2007) was used for the mixing of quantitative results with qualitative findings. This approach is a key feature of the convergent parallel mixed methods research design and has been widely employed in management research. For instance, Gomez and Ranft (2003) and Schelfhaudt and Crittenden (2005) have used a similar approach. Areas of discrepancy are highlighted, possible explanations advanced and decisions taken in the discussion section.

Table 69 Merging Quantitative Research Results and Qualitative Research Findings

Subject	Quantitative Research	Qualitative Research
Antecedents of MO	Top management, interdepartmental connectedness, rewards system	Top management, interdepartmental connectedness, rewards system and technology
Direct effect of MO on organisational performance	MO directly impact positively on organisational performance	MO alone cannot lead to higher organisational performance
MO, Custor, Comport and Interfunc and Objective Performance Relations	Only inter-functional coordination directly impacts on market share (objective measure)	MO alone does not lead to organisational performance
MO, Custor, Comport and Interfunc and Subjective Performance Relations	MO and its sub-dimensions have a direct effect on subjective performance	MO alone does not lead to organisational performance but with other strategic orientations.
Organisation Level and Practice of Market Orientation	The level of MO practice is reasonably high	MO is well practiced in Nigerian organisations
Moderation Effects on Market Orientation-Performance Relations:	No moderating effects save for the effect of technological turbulence on the inter-functional coordination-subjective performance links	All the environmental variables-market and technological turbulence, competitive intensity and market growth moderate the MO-performance relations.
Market turbulence:	Non-existent	Essential in the hypothesised relations
Competitive intensity:	Non-existent	Essential in the hypothesised relations
Technological Turbulence:	Existent	Essential in the hypothesised relations
Market growth:	Non-existent	Essential in the hypothesised relations
Mediation Effects on Market Orientation-Performance Relations:	Innovation, LO and TQM mediate the MO and its dimensions- performance relationship except for the	Innovation, LO and TQM are strong mediators of the hypothesised relations

	TQM mediating effect on COMPORT-performance which did not find empirical support.	
Innovation:	Existent	Essential
Total Quality Management (TQM):	Existent except for COMPORT.	Essential
Learning orientation:	Existent	Essential
Organisational culture:	Not tested	Essential
Subject	Quantitative Research	Qualitative Research
Implementation of Market Orientation in Organisations:	Organisational structure, organisational processes, information technology, employees.	Learning, training, communication, Changes to processes and procedures, networks

Table 69 above details areas of complementarity and divergence between the results of the quantitative research and findings from the qualitative strand of the study. It is apparent that these visible divergences, as well as the complimentary findings, are essential in enhancing the rigour, robustness, breadth and depth of the study.

5.9.9B Secondary Findings:

Aside results from the examination of the study's research questions, evidence from the empirical research also finds that:

1. Service firms are less market oriented than manufacturing their counterparts
2. Operations managers are more market focused.
3. Nigerian indigenous organisations score higher on the MO scale
4. Males tend to be more market oriented, thus, detectable gender differences in MO practice
5. Technology is an antecedent of MO
6. Organisational culture aids the application and implementation of MO. However, organizational culture is contingent on the culture of the markets they (organizations) serve.

Summary

In this section, interview data from transcripts were analysed to gain a better understanding of the construct. The analysis reveals the efficacy of MO in leading to superior organisation performance but must be in conjunction with other strategic orientations. In addition to the established antecedents to MO, technology emerged as the latest antecedent needed to keep organisations competitive in this highly dynamic business landscape.

Next chapter details discussions of quantitative results and qualitative findings of the study. With this, the present study nestles its results and findings in the works of previous MO researchers, relate them to the present and gaze into the future. Thus, conclusions, contributions to knowledge, implications of results, recommendations and limitations of the present study follow.

6.0

Discussions and Conclusions

Introduction

Market orientation (MO) is widely researched yet conflicting, contradictory and inconclusive findings beset the marketing domain. These lingering obfuscations underpin the present study. Hence, this study set out to accomplish six tasks. First, to identify the antecedents to MO and ascertain the extent of MO practice amongst private and public organizations in Nigeria. Second, we unravel the various micro and macro environmental factors (mediating and moderating variables) that influence the practice of MO in our context. Third, an evaluation of the effects of MO and its sub-dimensions on objective and subjective organisational performance measures was conducted. Fourth, ascertain the impact of mediating and moderating variables in the MO-performance relations. Fifth, comprehend the appropriate method(s) for the implementation of MO in organisations within Nigeria. Finally, I examine the more elaborate models of the joint effects of mediators and moderators in the MO-performance relations. In this chapter, discussions, conclusions, theoretical and practical implications of results, recommendations, limitations of study and contributions to knowledge are detailed. This is with a view to re-conceptualising the study and make recommendations for future work. I begin with a discussion of results to enable me to nestle the study's results in the context of previous research.

6.1 Discussion of Results

This section is treated based on sub-topics and as they relate to research questions and the hypotheses that emerged and were tested in the study.

6.1.1 Antecedents of MO and the extent of MO Practice in Nigeria Hypotheses 1A, 1B, and 1C

We set out to examine the antecedents of MO and the extent to which organisations in Nigeria practice MO. The results show that top management and leadership (senior management factors), interdepartmental conflict/conflict and relationships between departments (interdepartmental dynamics) and reward systems (organisational systems) are strong antecedents of MO in Nigeria. These antecedents are important for organisations to

improve learning, cohesion, camaraderie, employee engagement and by extension organisational performance needed to institutionalise MO in firms. Moreover, senior management must ensure timely and effective communication of the company's market focus to all employees' right from the onset and employees must be able to see the hunger and thirst of top management for achieving MO. *"From my company's point of view, they (senior management) are the brains and still continue to be solidly behind marketing (MO) in the best possible ways". "I will say that senior management and management, in general, have been very very positive in marketing our brand" and "are very involved in the bank's MO drive"*.

Consistent with Jaworski and Kohli (1993), the provision of deliberate role modelling, measuring and controlling of organisation processes and events is required from top management. They (top management) must constantly emphasize the need for continuous monitoring of mood of the market, changes in consumer tastes and preferences, essentially the activities of competitors and the dissemination of marketing across all departments to elicit proper responses.

The findings are consistent with the literature that top management is crucially relevant in organizations' MO creation (Kohli and Jaworski, 1990; Kuada and Buatsi, 2005; Kirca, Jayachandran and Bearden, 2005; Hammond, Webster and Harmon, 2006; Wang, Chen and Chen, 2012), shape the values and orientation of an organisation (Webster, 1988), impacts positively on organisations' market focus and innovation (Day, 1994; Rapp, Schillewaert and Hao, 2008) and that this is stable across contexts (Dwairi, Bhuian and Jurkus, 2007). Relationships between departments and interdepartmental conflicts (interdepartmental dynamics) were found to impact on MO practice. Conflicts within departments are disruptive and are capable of derailing a firm's MO drive. *"Fortunately, we do not usually have such disruptive conflicts among individuals or department in terms of execution of duties and we hardly have such a problem in our company"*. Akin to Hartline and Ferrell's (1996) finding is that reducing role conflict could enhance organisations' quality and performance.

In addition, with good relationships amongst departments comes proper, timely and adequate sharing of market information needed to place the firm on a sound footing. This is in accord with Vieira's (2010) assertion that among three variables studied interdepartmental connectedness is the most important construct in explaining MO. Deshpande and Farley's (1998) cultural perspective which focuses on organisational norms and interchange values support our evidence and offer an explanation. A well-articulated and implemented organisational process, procedures and rewards system are necessary for establishing. *"There are reward systems in place in our organisation; we have this scheme in place". These rewards could be financial, promotion; it can come in any form. It can be commendation letter; it can be a recognition.* This is consistent with Jaworski and Kohli (1993) US, Kuada and Buatsi (2004) Ghanaian and Chelariu, Ouattarra and Dadzie (2002) Ivory Coast studies. MO as employees become motivated and energised to strive to become market oriented. Other variables that pertain to organisational structure and systems are formalization and centralization.

Extant research has found and seems to be in universal unison that formalization is not related to MO (Matsuna and Mentzer, 2002) and that centralization negatively affects the generation and dissemination of market intelligence and other MO components (Bathgate, et al. 2006). Thus, the non-inclusion of these variables in the present study. Finally, the study proposes and offers support for organizations' continuous market focus; senior management is taking actions and decisions that encourage staff to be market focused, reducing interdepartmental conflicts and using good reward systems to motivate behaviours tilted towards the market. *"Every member of staff has an obligation to work in harmony, work harmoniously with the other persons".*

MO Practice:

On the MO practice, we found that multinationals corporations (MNCs) and foreign firms score higher in MO than indigenous Nigerian firms, although they (Nigerian firms) are very concerned with MO as a business philosophy. Thus, study evidence shows that Nigerian organisations practice MO, though not at the level of their foreign counterparts (Osuagwu, 2006). First, this stems from the fact that these MNCs are from the western countries; the home of marketing and where the MO concept was brewed. Second, the findings are consistent with Chelariu, Outatarra and Dazie (2002) who found that in African economies respondents draw a distinction between intelligence generation and response to generated intelligence. In addition, contrary to Atuahene-Gima and Ko's (2001)

echoed remarks that marketers (organisational managers) in African firms often exhibit a reactive tendency to collect, disseminate and respond to market intelligence. Managers in our study were proactive in approach; always seeking market information and taking actions to seize advantage inherent in Nigeria.

This difference in research findings could be due to present market configurations and dynamics. Times have moved on, so do people's ways of life, education, trainings, managerial experience, exposure as well as industry dynamics. A surprising result was that organisations in the manufacturing sector were more market-oriented than firms in the service industry. Although consistent with Kirca, Jayachandran and Bearden (2005), this is against all expectations because service firms are engaged in higher degrees of customisation, personalisation of services and have greater person-to-person interactions. On the contrary, Cano, Carrillat and Jaramillo's (2004) study revealed a stronger association between MO and performance in service firms and less in manufacturing. In terms of employee MO practice, operations/production managers in service firms ranked highest than all other functional managers; including marketing managers. This may be attributable to the structure of the service sector like banking and finance, whose services are driven and delivered by the operations group. Thus, in accord with Narver and Slater's (1990) conceptualisation of MO as an organization wide culture. This further buttresses the point that MO practice transcends functional unit affiliations and faults MO studies that engage only "marketing personnel" as negating the MO and rather practicing "marketing orientation".

6.1.2 Market Orientation and Objective Organizational Performance: Hypotheses 2A, 2B, 2C, 2D and 2E

Inconsistencies and debate on the efficacy of MO have centred on the type of organisational performance studied- objective or subjective performance. This obfuscation underpinned this study. The effect of MO and its sub-dimensions on five objective organisational performance measures -profitability, overall success, market share, growth rate and business size were studied. *"We could say that MO directly impact on our objective and subjective performance as a company". "MO and its three components create the needed market"* and *"impacts positively on all performance indices"*, hence, *"have definitely helped our organisational performance"*. Quantitative results reveal that MO and its three sub-dimensions have no positive and significant relationship with profitability, overall success, and growth rate and business size, thus did not find empirical support for the hypotheses. Nonetheless, only inter-functional coordination made a weak

but positive and significant contribution to market share. It does suggest that MO-objective performance links are non-existent or weak. This is at odds with Hooley, Lynch and Shepherd (1990), Naidu and Narayana (1991), Au and Tse (1995), Gray et al. (1999), Atuahene-Gima and Ko (2001) and Voss and Voss (2000) who reported strong and positive MO-objective performance relationship. Nevertheless, it supports findings from Diamantopoulos and Hart (1993), Jarworski and Kohli (1993), Dawes (2000), Agarwal, Erramilli and Dev (2003), Gonzalez-Benito and Gonzalez-Benito's (2005) who found stronger support for subjective performance. This weak and rare links with objective performance measures could be attributed to the difficulties in obtaining objective performance measures which are mostly difficult and insufficiently reliable. This could be due to managers' lack of interest and fear of divulging such important organization information. Thus unavailability of data could be an overriding reason. It might also be due to methodological issues with the logistic regression analysis employed.

6.1.3 MO and Subjective Performance Hypothesis Testing: Hypotheses 3A, 3B, 3C, and 3D

Interestingly, hypotheses that the relationship between composite MO and its three individual sub-dimensions is positive and significant found strong empirical support when modelled separately. However, when a simultaneous model (single) of regression analysis was employed, the direct effect of inter-functional coordination disappeared, that is it did not contribute positively and significantly in predicting subjective performance. *"MO and its three components create the needed market"* and *"impacts positively on all performance indices"*, hence, *"has definitely helped our organisational performance"* These results are unique. First, on the basis of all MO sub-dimensions, our findings are incongruent with previous research including Caruana, Ramaseshan and Ewing (1999) and Despande and Farley (2000) who found no relationship between subjective performance and MO. Importantly, Appiah-Adu (1998) found that MO does not directly impact on subjective measures- sales growth and ROI among Ghanaian firms but only indirectly through environmental variables including competitive intensity and market dynamism. Second, results are consistent with the widely reported positive links in the literature; including Kirca, Jayachandra and Bearden (2005), Shoham, Rose and Kropp (2005), Gonzalez-Benito and Gonzalez-Benito (2005), Ellis (2006), Li and Zhou (2010), Kirca (2011), Kumar, et al. (2011), Ogbonna and Ogwo (2013). Notably, the findings on the ineffectiveness of inter-functional coordination in predicting subjective performance in a

combined model is contrary to Gaur, Vassudevan and Gaur's (2011) study in two ways. First, the authors found a positive impact of inter-functional coordination on performance. Second, why we report positive effect of competitor orientation on subjective performance, they found no positive impact of competitor orientation on manufacturing performance. An alternative explanation of our results is that organisations employing the three MO sub-dimensions might not enjoy the role of inter-organizational coordination but may experience their cumulative effects when adopted individually.

These divergences in the MO-objective or subjective performance outcomes to a large extent raise questions on the widely shared view emerging from previous research. For instance, Dess and Robinson (1984), Venkatraman and Ramanujam (1986), Robinson and Pearce (1988), Han, Kim and Srivastasa (1998), Cravens and Guilding (2000) and Agarwal, Erramilli and Dev (2003) suggest consistency and relatedness between subjective and objective performance measures.

Conclusively, on the basis of empirical evidence, our results suggest two outcomes. First, MO and its sub-dimensions have no clear causal relations with measures of objective performance, and where they exist, it might be weak. Second, the relations between MO, its sub-dimensions and subjective performance measures are strong and positive across industries (manufacturing and services). This is due to the ease and willingness of organisational managers to divulge the often "-hard" non-financial information as a way of boosting their organisations' profile and their image as managers of growing and thriving businesses. Results from this study further highlight Harris's (2001) conclusion that studies based on different organisational performance measures do not produce identical findings. Consequently, studies based on subjective measures generate stronger effects than objective performance measures.

6.1.4 Moderation Variables and the MO-Organizational Performance Relationship:

Within the marketing domain, the positive effect of MO on subjective performance has been widely echoed. Our findings to a large extent support this reasoning. However, would market orientation and its sub-dimensions be sufficient to help organisations navigate turbulent market conditions is a different matter that has attracted varied research findings to date. Jaworski and Kohli (1993) proposed market turbulence, technological turbulence and competitive intensity as the possible moderators of the MO-performance relations. This view was popularised as Slater and Narver (1994) further added more moderators

including; supplier and buyer power and seller concentration. Against this backdrop, we set out to ascertain the moderating effects of these variables on the MO-subjective performance relations. Out of sixteen potential effects: moderating roles of market turbulence, technological turbulence, competitive intensity and market growth on the MO, customer orientation, competitor orientation and inter-functional coordination relationships, the study finds just one significant effect. Amazingly, this significant effect was technological turbulence, which negatively moderates the inter-functional coordination-subjective performance relations. The relationship between inter-functional coordination and subjective performance is stronger during low technological turbulence and weaker under high technological turbulence. This implies that in conditions of high technological turbulence, an increase in inter-functional coordination diminishes subjective performance. So managers and organisations are better off with reduced inter-functional coordination in such market situations. *"Technology changes affect our MO drive and performance positively and negatively", "in fact technology is the number one thing in our business". "Competition is really fierce in our sector, "competitiveness lead companies to be proactive."*

These findings are congruent with Jaworski and Kohli (1993), Slater and Narver (1994), Kirca, Jayachandran and Bearden (2005) and Chung's (2011) assertion that market/environmental turbulence is not a significant moderator of the relationship between MO and performance and that technological turbulence weakens the MO-performance links. However, the results are at odds with Appiah-Adu (1997), Kumar, Subramanian and Yaeger (1998), Grewal, Tansujah (2001), Rose, Shoham (2002), Subramanian, Kumar, Strandholm (2009), Mahmoud, Kastner, and Yeboah (2010), Wang, Chen and Chen (2012), who found significant effects of moderators on the relations. Our results also depart sharply from the Shehu and Mahmood's (2014) who in a study of SMEs in one northern state (Kano) of Nigeria found that business environment moderated the MO-firm performance relationship.

Yet, another stream of research reported opposite effects of the moderator roles; including Slater and Narver (1994a) and Greenley (1995). Although Dwairi, Bhuian and Jurkus (2007) suggest that environmental factors play a role in the MO model but that the role remained unclear. This study sheds light on this hypothesis and suggests that this moderating role is largely non-effective and non-significant aside the moderating influence of technological turbulence in the inter-functional coordination-subjective performance links. Varied reasons may possibly offer some explanations for our results. Firstly, it may

suggest that because we engaged in a multi-industry study, the potential environmental factors and their effects in different sectors cancelled out one another. Secondly, the use of "mean centering technique" (Aiken and West, 1991) for the creation of the interaction terms between MO and the various moderating variables had sufficient power above the .8 threshold but attenuated their effect sizes. Thirdly, the use of regression analysis may have failed to deal with measurement errors inherent in the model and may account for the low effects.

6.1.5 Mediation effects on MO-Performance Relations:

Hypotheses on the mediating roles of learning orientation (LO), Innovation and Total Quality Management (TQM) on the MO, Customer Orientation, Competitor Orientation and Inter-functional Coordination-Subjective Performance Relationships.

Hypotheses 8A, 8B, 8C and 8D- Innovation

Hypotheses 9A, 9B, 9C, and 9D-

Hypotheses 10A, 10B, 10C and 10D

The discrepancy in research findings on the effect of MO on (subjective) performance has been attributed to several factors. One of these is the role of mediating variables (mediators) in the hypothesised relationships. We sought to determine the mediating effects of innovation, learning orientation (LO) and total quality management (TQM) in the models, which tested the MO-performance linkage. This is necessary as previous research has identified mediators as the transporters or transmitters of the MO effects (Kuster and Vila, 2011).

The SEM method Bootstrapping and regression analyses were adopted for our study. This is consistent with procedures recommended for testing mediating effects and the developed 12 models Baron and Kenny, 1986; Shrout and Bolger, 2002; Preacher, Rucker and Hayes, 2007; Little, et al., 2007 and Wu and Zumbo, 2008). These models tested the mediating roles of innovation, LO and TQM on the MO, customer orientation, competitor orientation and inter-functional coordination-subjective performance relationships. All the hypotheses suggesting innovation, LO, TQM mediate the above-stated relationships were supported. This work reveals different factors (Innovation, LO, TQM) that influence the strength of the relationship between MO and its sub-dimensions and subjective performance. "*TQM*

improves our MO drive and strategy leading to higher performance and has a positive effect on the theorised MO-performance relations".

Comparing the strength of the impact of these mediators on MO-performance association, reveals that innovation contributed least to the mediating role. In fact, the impact of innovation as a mediator in the inter-functional coordination-subjective performance relations though complete, yielded very low, yet a negative beta. *"Innovation to be very important and plays a key role in helping us to be market oriented and our MO-performance drive". So innovation makes us competitive and able to stand the competition in our market and remain profitable...*". LO completely mediated the relations between MO and subjective performance. Additionally, the mediating effect of LO in the inter-functional coordination-subjective performance links was full but generated very low negative beta. However, LO and TQM's mediating roles across all models tested prove to be the strongest. Importantly, the mediating effects of LO and TQM on the customer orientation-performance relations yielded the highest and positive beta(s). The organisational learning theory (OLT) provides a possible explanation for the mediating role of LO and innovation. Consistent with OLT, effectiveness of organisational learning would depend majorly on "how much" firms learn and also on "how firms learn and adapt (Baker and Sinkula, 2007; Chang, et. al. (2014). The OLT theory contends that innovation plays an essential role on the effect of MO on performance. This is achieved because market-oriented firms are constantly developing new knowledge and learning (Hortinha, Lages and Lages, 2011).

These results provide some empirical evidence that MO and its components facilitate organisations' innovation, LO and TQM, which in turn positively influence their business performance. These findings thus suggest several interpretations. First, innovation is not a strong mediator of the MO and its sub-dimension-subjective performance relations. Second, within a combined model, inter-functional coordination is not a strong predictor of organisational performance. Third, TQM appears to be the strongest mediator in the tested models. Hence, organisations and their managers would do well by paying key attention to matters of quality to enhance the effect of MO on general organisational success. Fourth, we find the customer orientation the most dominant and important MO component in yielding greater performance outcomes in the presence of mediators. Consequently, they (organizations) could devote more resources to the improvement and sustainability of the quality of their processes, procedures and products. Also, organisations could enhance productivity by investing in various facilities and programmes that would improve total

learning. These include; training, regular employee briefings, and exposures to industry best practices- regarding latest processes and technological advancement. The weak contribution of innovation is not all surprising as the literature is littered with research findings debating the efficacy of innovation. This is based on the divergent findings resulting from the nature of innovation employed in any study.

These results are in line with prior research on the topic. For instance, Han, Kim and Srivastava (1998) tested and substantiated the mediating role of innovation in the MO-corporate performance relationship. While Liao, et al. (2011) and Jimenez-Zarco and Izquierdo-Yusta (2011) posited that the composite MO and its components enable organizations to create internal capabilities (innovation, LO and TQM) which in turn generate competitive advantage leading to improved overall performance.

6.1.6 Moderated Mediation and Mediated Moderation Model(s):

A. Mediated Moderation Hypotheses:

Hypotheses 11A, 11B

We find that technological turbulence moderates the inter-functional coordination-subjective performance relations. Hence, we sought to further understand this relationship. It turns out that the mediating variables- innovation, LO and TQM are the mechanisms through which the moderation effects of technological turbulence are transmitted to subjective performance. Thus, there is an interaction effect between the two predictor variables- inter-functional coordination and technological turbulence on the mediators (innovation, LO and TQM) which in turn affects our outcome (subjective organisational performance) (Morgan-Lopez and MacKinnon, 2006).

From the data analysis results, the study finds that:

- (1) Under low levels of technological turbulence, firms that inter-functionally coordinate their affairs and are innovative achieve higher performance (Innovation hypothesis).
- (2) Inter-functional coordination influences firms that are more learning oriented (LO) to achieve higher organisational performance during high technological turbulent market conditions.
- (3) TQM mediates the moderation effect of technological turbulence on subjective performance. Thus, during high technological turbulence, inter-functional coordination exerts a positive effect on subjective performance through TQM.

Overall, mediated moderation results imply that inter-functional coordination predicts organisational performance under high technological turbulent market situations, but this interaction effect on performance is possible only by the presence of innovation, LO and TQM. It does suggest that technological turbulence alters the strength and direction of the effect of inter-functional coordination on performance using the mediators as a vehicle to transport this effect (Wu and Zumbo, 2008). Although no known MO study has looked at this framework, however, it is essential, so we can tell under what conditions the beneficial effects of MO and its components may be enhanced or attenuated and transmitted to organisational performance. First, the theory of this hypothesised relationship could be found in Hyman (1955). Second, Ro (2012) has equally used it in hospitality research. So put simply, we have established based on the mediated moderation effect that organisations that inter-functionally coordinate their activities during high technologically turbulent markets would become innovative, high in TQM practice, learn better, and by extension generate high organisational performance. Thus, without the innovation, LO and TQM mediating the moderation effect of technological turbulence on the inter-functional coordination- subjective performance links, the generated performance outcome would not have emerged. The mediating roles of innovation, LO and TQM are similar to results empirical results from Han, Kim and Srivastava (1998), Chang, et al. (2014) (innovation), Mavondo, Chimhanzi and Stewart (2005) and Wang, Chen and Chen (2012).

B Moderated-Mediation (MOMED) Hypotheses Testing:

Hypotheses 12A, 12B, 12C, 12D, 13A, 13B, 13C, 13D, 14A, 14B, 14C and 14D stated that the mediating effects of innovation, LO and TQM on the MO-performance relations is moderated by market turbulence, competitive intensity, technological turbulence and market growth. All hypotheses were supported except for H12D, H13D, and H14C. This implies that

In H12A, H12B, H12C: Innovation-

Innovation mediates the MO-performance links during high technological turbulence, competitive intensity, and market turbulence. This suggests that the indirect effect of MO on performance through innovation, learning orientation and TQM changes depending on the levels of technological turbulence, competitive intensity, and market turbulence. Hence, MO helps firms to be innovative which enhances performance. This is consistent with Atuahene-Gima's (1996), Grinstein (2008), Bowen, Rostami and Sreel (2010) who found that MO positively affects the consequences of innovation, which in our case could

include subjective performance, and that, this relationship is stronger in highly competitive environments. In addition, our result is also in congruence with Chang, et al's. (2014) finding that MO has similar effects on performance for manufacturing and service firms, but that radical and incremental innovation play differential mediating roles across products types. But most importantly this result is akin to Li, Lin and Chu (2008) who found that MO creates different innovation competencies whose effects are moderated by external and organisational factors.

However, hypotheses 12D and 13D which conjectured that innovation mediates the MO-performance relation under high market growth were not supported. A possible explanation for this is that market growth might not be a strong moderator of the relationships, as it could be difficult to measure and respond to accordingly. This is consistent with Slater and Narver's (1994) limited support for the moderating effect of an organisations' environment which market growth is a component. The hypothesis- H14C on the mediating role of TQM on the relationship between MO and performance been moderated by technological turbulence is not supported. A possible reason for this is that TQM practices of organisations may be at variance with technological turbulence. This inconsistent with Prajogo and Sohal (2004) and it might be that TQM is not good enough in technologically turbulent market. Instead, TQM needs to be complemented by other organizational resources to better achieve the mediational goal.

Further results of supported hypotheses- H13A, 13B, 13C, H14A, 14B and 14D reveal that all the hypotheses on the mediating role of innovation, LO and TQM on the MO-performance links are being moderated by market and technological turbulence and competitive intensity. The moderated mediation result implies that at different levels of the moderator, the mediators transmit the positive effect of MO to performance. For instance, the effect of MO on performance might not be the highest even when the firm is innovative, employs LO and has good quality management. Instead, the hypothesised effect and mediating roles might be more pronounced and advantageous to the firm in highly turbulent market and technological situations, as well as during high competitive intensity. This is partly in line with prior studies that support the mediational roles of LO and TQM across all market situations. Learning orientation is associated with levels of innovation, which creates higher levels of organisational performance (Lee and Tsai, 2005).

The resource-based view theory of the firm (RBC) offers support and explanation for the overall positive mediated moderation and moderated mediation results of the study. RBV holds that for a firm to achieve sustainable competitive advantage (SCA) it must acquire and control valuable (V), rare (R), inimitable (I) and non-substitutable (VRIN) resources and capabilities and organisation in place that can absorb and apply them (Barney, 1991a, 1994, 2002; Kraaijenbrink, Spender and Ggroen, 2010). Innovation, LO and TQM are valuable internal organisational resources that fit the VRIN criteria. It does suggest that they (mediating variables) all have positive mediation and moderation effects on the MO-performance links. These results imply that even during the most turbulent market situations, when the environment is not benign to firms, innovation, LO and TQM can mediate the moderating effect of these market conditions. With this, the deleterious effects of moderating variables in attenuating the impact of MO on performance can be reduced and the effect shored-up instead of petering out.

6.1.7 The implementation of Market Orientation.

The implementation of MO remains the most difficult yet the least researched in the MO domain. Thus, we sought to unearth how organisations can implement the construct for their benefit. Analysis of data from ten managers of organisations in ten different sectors of the Nigerian economy reveals an insight into fixing this conundrum that has obfuscated researchers and practicing managers alike. Themes that emerged from our analysis of data and the resulting findings are processes that can be executed with and routed through change management theory. For instance, respondents noted that to implement MO organisations would have to pay close attention to communication, training, employee reward, internal processes and procedures, internal organizational structure and continuous research. Borrowing from and building on Lewin's (1947) force field model of change, we present the approaches suggested by our expert managers on "how" and "who" to execute MO implementation within firms.

Lewin's (1947) Force Field Model of Change: This Three-Stage change management framework is well documented, widely used in the literature and management research. This is due to its simplicity and practical feasibility. Our implementation process takes on the three-stage approach of (a) unfreezing, (b) instituting change or moving or changing.

Stage One: Unfreezing: Internal organisational communication is essential to get all employees up to speed with the firm's focus, and (MO) culture. "Constantly communicating with employees is a sine quo non to fostering understanding of

organisations' systems, processes, and networks" which largely creates camaraderie, enhance employee motivation, gears them up, and ready to change. Proper communication amongst employees helps to unfreeze long-held assumptions before they are able to implement MO. Leadership is required of organizations' top management to demonstrate the need for staff to loosen-up and unlearn old behaviours acquired in the previous culture which have proved to be hugely ineffective; hence the new culture (*MO*).

Instituting Change (Movement): organisational leaders must lead by example. They (leadership/top management) must clearly exhibit the right attitudes and act in a manner that suggests that the new way of life (new culture- *MO*) is the best for the organisation. With this, employees will buy-in, take a cue and begin to adjust to meet up with the demands of the newly entrenched *MO* culture. It is absolutely essential that top management ensures that employees are convinced that the new culture is superior and more appropriate than the present organisational circumstance. Importantly, albeit the convictions of employees will only be certain if they are convinced that the new system cares about their well-being. This is needed to avoid any form of resistance that will prevent the worthwhile change from occurring in the organisations.

Freezing: The new culture (*MO*) and achieved change need to be adequately reinforced and frozen into the organisations' work systems to prevent slippage back to the previous practices. With this, stability is maintained, and no void is left for the lapse.

This approach to implementing *MO* that requires alterations to organizations' culture, structure, processes, procedures, network, people, is consistent with extant research findings of Gebhardt, Carpenter and Sherry (2006), Beverland and Lindgreen (2007), Raaij and Stoelhorst (2008), Kaur and Gupta (2010), Inoguchi (2011), Chad (2013).

Discussion of Discrepant and Congruent Results Quantitative and Qualitative Research Strands:

In this study, we elect to use the approach recommended for mixed methods research. We elect to note the "discrepant" and "congruent" results as suggested in convergent studies of by Lee and Greene (2007) and Slonim-Nevo and Nevo (2009). Below we discuss areas of incongruent findings from the quantitative and qualitative research methodologies.

First, although the results on the effect of *MO* on objective measures of organisational performance differ across both quantitative and qualitative methodologies, it appears that this is as a result of methodological problems in analysing the quantitative data. The

objective performance measures were dummy coded, and the logistic regression analysis was employed for data analysis. This might have attenuated the effect of MO on performance, hence the result of no effect. However, judging from the in-depth interview data analysis, all managers of organisations studied were highly confident that MO does have a strong, positive and significant effect on their objective performance. Based on this, we have higher trust in the positive effect result from the qualitative data analysis.

Second, the qualitative study data analyses findings differ from quantitative research on the moderating roles of external environmental variables on the MO-performance relations. Qualitative research findings from the analysis of qualitative data obtained from organisational managers from ten different sectors of the Nigerian economy; show that moderating variables (market and technological turbulence, competitive intensity and market growth) play significant roles in explaining how and under what conditions the MO's influences subjective performance. Respondents gave vivid accounts of the impact of the varying levels of these moderators on their businesses, MO practices, and essentially profitability. However, the quantitative research results obtained using hierarchical multiple regression analysis reveal that these moderating variables had no moderating effects on the MO and its components'-performance links. The only exception is the moderating effect of technological turbulence on the inter-functional coordination-performance relations.

This discrepancy in the results of the quantitative and qualitative approaches can be explained. First, to test for interaction effect (moderation effect), the "mean-centering" procedure was used in developing the product terms of the explanatory variables and the different moderators. This is consistent with the recommendation of Aiken and West (1991) and has been widely applied in MO and management research (Murray, Gao and Kotabe, 2011). It appears nonetheless that the effect size and possible detection of moderation effect may have been attenuated. Second, regression analysis was used for data analysis that does not make provision for the possible treatment of measurement errors (random error- noise and systematic error- bias) (Chin, et al., 2003).

6.2 Conclusions

This study is inspired by several factors. First, the MO construct has attracted huge attention the world over from scholars and practitioners alike. However, mixed research findings to date created obfuscation about its efficacy, relevance and implementation globally. Hence, this study is in response to calls and overwhelming clamour for a holistic approach to the study of the MO construct in both developed and developing countries. Second, the need to prescribe a management approach to achieving sound organisational outcomes became more pressing on the grounds of dynamic global business landscape and the peculiarities of the Nigerian economy in particular. This is more evident in the 2007/2008 global financial meltdown. Thus, with these challenges in mind, the researcher embarked on this journey to discovery which would inform and aid strategic decision-making and actions to the benefit of organizations regardless of industry affiliations. Accordingly, the need to achieve the objectives of the study led to deeper investigations on the topic, sourcing, collating and analysing quantitative and qualitative data from the sampled population, Nigeria. Data were collected from two hundred and fifty-eight (258) managers from diverse functional units (marketing/sales, finance/accounts, production/operation/manufacturing, and human resources/administration) in one hundred and eighty (180) organisations across industries. This is with a view to addressing the research questions and achieving the study's objectives. Each of the study's objectives is addressed:

(1) To investigate the extent of the practice of market orientation in Nigeria.

First, it is pertinent to assess the adoption and practice of MO by managers for any further discussions on the construct to be meaningful in Nigeria. Consequently, the extent of MO knowledge and practice amongst Nigerian organisations were tested. Overall, on the balance of evidence provided by our analysis, the MO construct is to a large extent well practised in Nigeria. Results suggest that organisations in the service sector are more market oriented than the manufacturing industry players. This is expected due majorly to the bespoke nature of service products which require person-to-person interaction, communication and consequent personalization of products. Findings are consistent with prior research (Cano, Carrillat and Jramilo, 2004; Osuagwu, 2006). Interestingly, males, operations managers and medium-sized organisations (in terms of number of employees) scored higher in the MO practice scale. In addition but surprisingly, indigenous Nigerian organisations appear to rank higher in MO practice than others including foreign firms.

This may be possibly due to their market knowledge and the effect of other environmental forces not considered in the study. This was not expected as MO like most other management theories is western-brewed, hence fuelling the suggestion that its adoption and practice would be higher amongst foreign firms, who ordinarily have had good knowledge and experience of using the construct in their native countries. It does further demonstrate and suggest there may be other forces unexplored in the literature that might be accountable for the extent of firms' MO practice regardless of their geographical domain.

(2) To ascertain the effects of micro and macro (environmental) variables are on the adoption and implementation of the market orientation construct.

The study sought to explicate and delineate the effects of micro (mediating) and macro (moderating) variables in the MO-performance relations and MO implementation.

6.2.1 Mediating Effects and Mediated-Moderation Process of the MO, Customer Orientation, Competitor Orientation and Inter-Functional Coordination-Performance Relations:

The need to test the routes through which MO exerts influences on various performance indices became expedient. Thus, the study examines the more comprehensive and enlightening models of the mechanisms that mediate the hypothesised relationships than those direct effects tested in the literature (for example, Lee and Tsai, 2005). First, mediating variables including innovation, LO and TQM were tested and found to be partial and full mediators of the MO-performance links. This establishes that these mediators are the mechanisms through which the effects of MO are transported to enhance organizational performance in Nigeria. Similar results have been reported in the literature. For instance, Han, Kim and Strivastava (1998), Mavondo, Chimanzi and Stewart (2005) and Demirbag, et al. (2006) highlight the essential roles of innovation, learning orientation and TQM in the MO-performance relationship. Findings also reveal that each of these mediators has strong causal relations with subjective performance, the composite MO and the various dimensions of the construct. This result suggests that aside their meditational roles, innovation, LO, and TQM do have direct effects on performance. These were established as a pre-condition for the test of mediation effects (Baron and Kenny, 1986; Wu and Zumbo, 2008). It does suggest that aside the MO, each mediator does influence positively and directly on performance. This implies that the synergistic effect of the combined adoption of MO and mediators could well be more beneficial for organisations. Hence, the

reason some prior MO research argue on the non-direct effect of the construct on performance outcomes but rather a mediated relationship (Han, Kim and Srivastava, 1998).

Second, the rare more elaborate and largely non-existing models in the MO study were tested. This pertains to the examination of the joint effect of moderators and mediators in a single model. This is informed by the understanding that apparently the business environment and business, in general, are dynamic and evolve continually. Thus, the modern organisation contends with several differing forces daily, including external and internal environmental forces (moderating variables) simultaneously. Thus, an understanding of the mediation effect is necessary but insufficient to enable organizations to thrive in our fast evolving business landscape. As a consequence, the moderator variables determine when and under what market conditions the MO (customer orientation, competitor orientation, and inter-functional coordination)-performance relations in the presence of the mediators is possible. They equally determine the strength and direction of the relations. Accordingly, the effect of moderators on the hypothesised relations known as "moderated mediation analysis" was conducted. We find that technological turbulence moderates the mediating effects of innovation, LO, and TQM on the inter-functional coordination-performance relations. Resulting from this new knowledge, it is now certain that these market situations moderate the mediating effects of innovation, LO, and TQM. Furthermore, inter-functional coordination positively influences subjective performance during high technological turbulence but through innovation, LO, and TQM. The evidence suggests that the mediators influence positively on the MO-performance links but only in highly technologically turbulent market conditions.

6.2.2 Moderation Effect and Moderated Mediation Process of MO, Customer Orientation, Competitor Orientation and Inter-Functional Coordination-Subjective Performance Relations:

The moderating effects of market and technological turbulence, competitive intensity and market growth on the MO-performance relations continues to divide researchers in the MO domain. These environmental variables could exact profound influence on the hypothesised relations. Based on quantitative data analysis, surprisingly, we find that the effects of these moderators were not statistically significant save for the effect of technological turbulence on the inter-functional coordination-performance linkage. Which implies that they are not relevant in predicting the strength, direction, when and under what

conditions MO impacts on performance. However, our qualitative data analysis findings reveal the opposite. Managers interviewed expressed support for the moderating roles of the moderator variables. For instance, all the managers acknowledge that rapid change in customer tastes and preferences, buying habits and decisions (market turbulence) moderates the mediating effect in the causal relationships. Thus, the strength or direction of the effect of inter-functional coordination (explanatory variable) on performance depends on the level of the moderator- technological turbulence. The study's results on the impact of moderation effects of market turbulence, competitive intensity are in accord with Narver and Slater (1990), Jaworski and Kohli (1993), Rose and Shoham (2002) and Gaur, Vasudevan and Gaur (2011). However, contrary to the Gonzalez-Benito, Gonzalez-Benito and Munoz-Gallego (2014) who found that the relationship between MO and performance is inhibited by competitive intensity. No moderating effect of market growth was found (Greenley, 1995a, b; Appiah-Adu, 1998; Kim, 2003) which is contrary to Kirca, Jayachandran and Bearden (2005). In addition, these results are partially contrary to Jaworski and Kohli (1993), Appiah-Adu (1997), Bhuian (1998), Harris's (2001) findings on the moderating effect of technological turbulence.

It suggests that in highly technologically turbulent market condition, an increase in inter-functional coordination does not generate a positive outcome.

In the analyses of moderated mediation (MOMED) hypotheses, we find that the indirect effect of MO on performance through innovation is moderated by the market and technological turbulence and competitive intensity but not market growth. LO's mediating effect is moderated by market turbulence and competitive intensity but not for technological turbulence and market growth. While, the mediator role of TQM is moderated by market turbulence, competitive intensity and market growth but not technological turbulence. The results imply that in Nigerian context, even with the mediating effect of mediators, there is need for organizations to monitor developments in the market (external) environment. Essentially because the level of moderators for instance competition in a sector, determines the most appropriate combination of firm internal capabilities to achieve the best performance outcome.

(3)To determine the components of the market orientation phenomenon, most emphasized in the country.

Findings reveal that the customer orientation is the MO sub-dimension most practiced in our study context, then competitor orientation, while, inter-functional coordination is the least emphasised by the surveyed managers. Results equally show that the customer orientation is the strongest predictor of subjective organisational performance. It appears that they (managers) tend to pay more attention to details regarding their customers more than the other components of the construct. A possible explanation for this is the constant focus on winning customers; generate high sales, market shares, and profitability. This might suggest that of the three components, managers view customer orientation as the most important but consider others as essential as well, hence the emphasis. Thus, contrary to McCarthy and Perreault's (1993) view that the organization would well direct all its efforts at satisfying customers and avoid expending resources on endeavours aimed at directly influencing other dimensions of Narver and Slater's (1990) MKTOR scale; because they believe Competitor orientation and inter-functional coordination are by-products of customer orientation. While this study does not subscribe to this line of thought, I admit that it is easy for managers to tow that line subconsciously, believing that when the customer is taken care of, then every other business activity will take care of itself. This must not be encouraged, as the detrimental effect will be colossal to the organisations.

(4) To determine the MO-organisational performance relations.

We find that the composite MO, customer orientation, competitor orientation and inter-functional coordination have no direct and significant effects on objective performance measures profitability, overall success, growth rate, business size and market share, save for the direct influence of inter-functional coordination on market share. Albeit, qualitative analyses reveal positive effect of MO and its components on objective measures. However, we find that these effects are mediated by innovation, LO, and TQM. Thus suggests that MO may truly not be a good predictor of objective performance contrary to Dess and Robinson (1984) and Dawes's (1999b) findings of high correlation and strong convergence between objective and subjective performance measures.

Similarly, we find that the direct effect of MO and its individual components on subjective performance is strong and significant. Thus, MO, customer orientation, competitor orientation and inter-functional coordination are good predictors of performance. This finding is congruent with extant research (Kirca, Jayachandran and Bearden, 2005). Importantly, we find that type of organization i.e., manufacturing or service and size of the

organization in terms of share capital have effects on the MO-performance relations. This implies that these two control variables are significant in MO's direct effect on performance. Therefore, organisations with large share capital and in the service sector will enjoy the beneficial effect of MO on organisational performance. Therefore, the study responds to Dawes's (2000) call for the adoption of both subjective and objective measures of performance to validate research findings, as the correlation between both measures is imperfect.

(5) To ascertain the antecedents of MO.

We find that top management and leadership, interdepartmental connectedness, and reward systems are predictors of overall MO. It does appear that these antecedents are robust across all national boundaries. This is in accord with previous MO research including Ghana (Kuada and Buatsi, 2005), USA (Kohli and Jaworski, 1990) and Ivory Coast (Chelariu, Outtarra and Dadzie, 2002). Also, the qualitative part of the study revealed technology as an antecedent to MO. Research participants across the various sectors studied contend that without technology, an organisation may not achieve good MO. Thus, for firms to attain a high level of MO top management and leadership must lead by example and demonstrate the relevance of becoming market oriented. Hence, top management factors including management emphasis and risk aversion were found to lead to differentiation and cost strategies which further lead to MO in the food-service franchise industry (Lee, et al., 2015). With this, other employees will be motivated and desire to act likewise. Importantly, there have to be a good relationship between all departments to allow for information generation, dissemination and adequate response to market information gathered.

(6) To ascertain if the measurement and application of market orientation have any managerial importance in Nigeria.

The study uses both the Narver and Slater's (1990) MKTOR scale, while using elements of the Kohli and Jaworski' (1990) antecedents of MO and environmental variables in examining the hypothesised relationships. Exploratory factor (EFA) analysis in SPSS and confirmatory factor analysis in AMOS SEM reveal the finding that MKTOR scale is uni-dimensional and well adapted to the Nigerian market. Results suggest the practical application and relevance of the scale when adapted to our context. In addition, the MKTOR scale was successful in measuring MO and effective in examining the MO's relations to both objective and subjective organisational performance measures. This is

consistent with extant MO studies. These findings contradict the multidimensionality of the construct reported by prior research (Deng and Dart, 1994; Siguaw and Diamantopoulos, 1995 and Ward, Girardi and Lewandowska, 2006). However, the study has implemented the call for the use of both the composite MO as well as its individual components in a single study. Thus, we find that the composite MO and its components have strong and positive effects on subjective performance but not for objective performance save for inter-functional coordination and market share positive links.

(7) To ascertain how to implement MO in organisations.

The research finds that implementing MO requires organizational culture change and firm leadership is to drive this change. However, learning orientation plays a strategic role in taking firms into the realms of MO. Hence, effective communication, training, rewards, feedback system, internal processes, procedures, networks are required to set a firm on a trajectory to becoming market oriented (Beverland and Lindgreen, 2007; Chad, 2013). Finally, the Lewin's (1951) force field model of change- three stage approach is essential in helping firms unlearn previous bad practices, imbibe the MO culture and reinforcing this culture to avoid slippage to old ineffective practices.

6.3.0 Re-Conceptualization of Market Orientation and Organizational Performance:

The results and findings of this study demand a re-conceptualisation of the topic. Therefore, two re-conceptualised theoretical frameworks are presented.

6.3.1 New Conceptual Framework One: Moderated-Mediation Model:

This model takes into cognisance the direct and indirect effects of MO and its components on subjective-performance, the effect of mediating variables and the moderation of the mediation effect.

6.3.2 New Conceptual Framework Two: Mediated-Moderation Model:

Present in this model is the moderation effect of technological turbulence on the inter-functional coordination-subjective performance links and the mediated moderation of the moderation effect.

Figure 41 New Conceptual Framework One: Moderated- Mediation Model

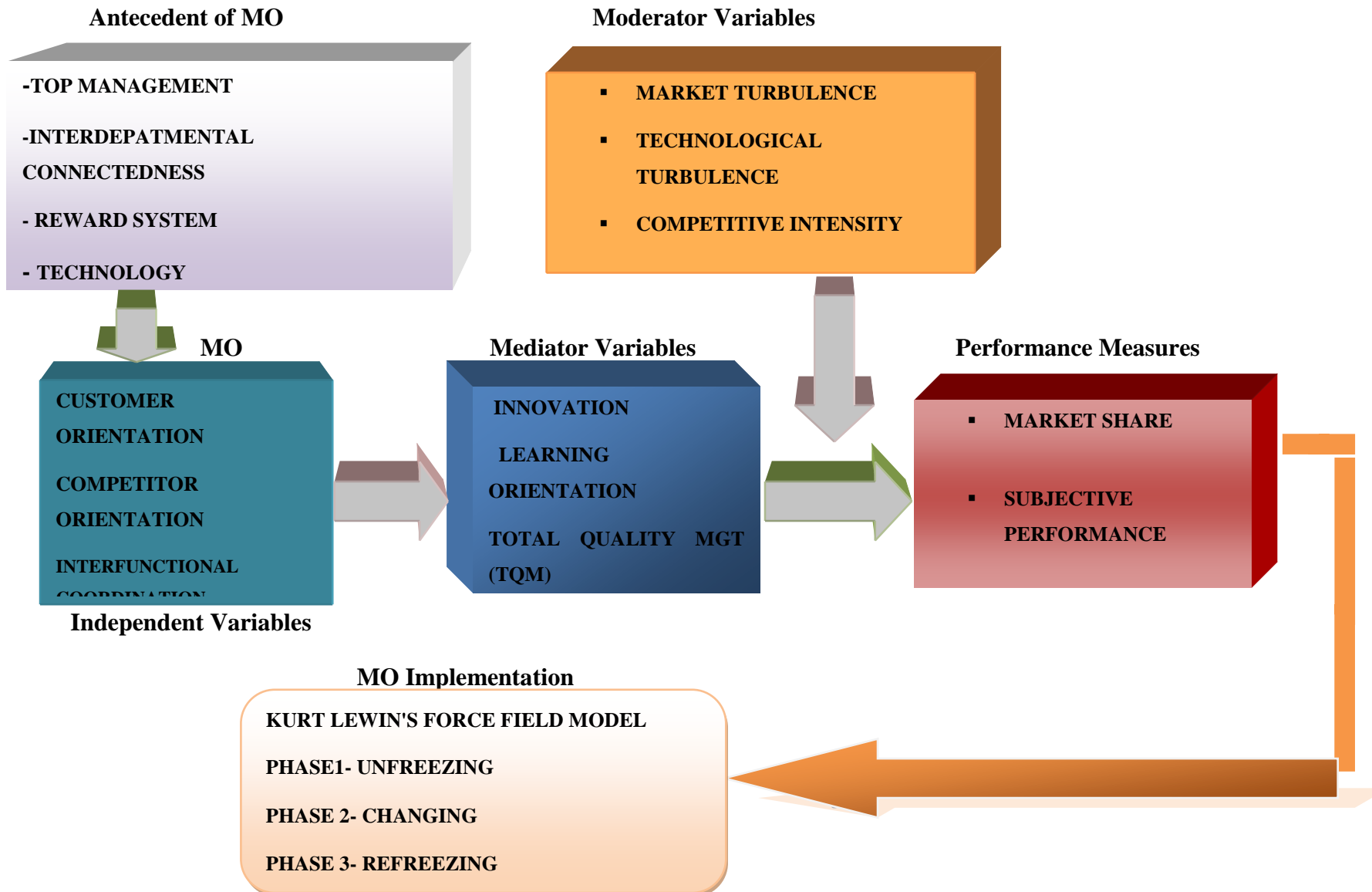
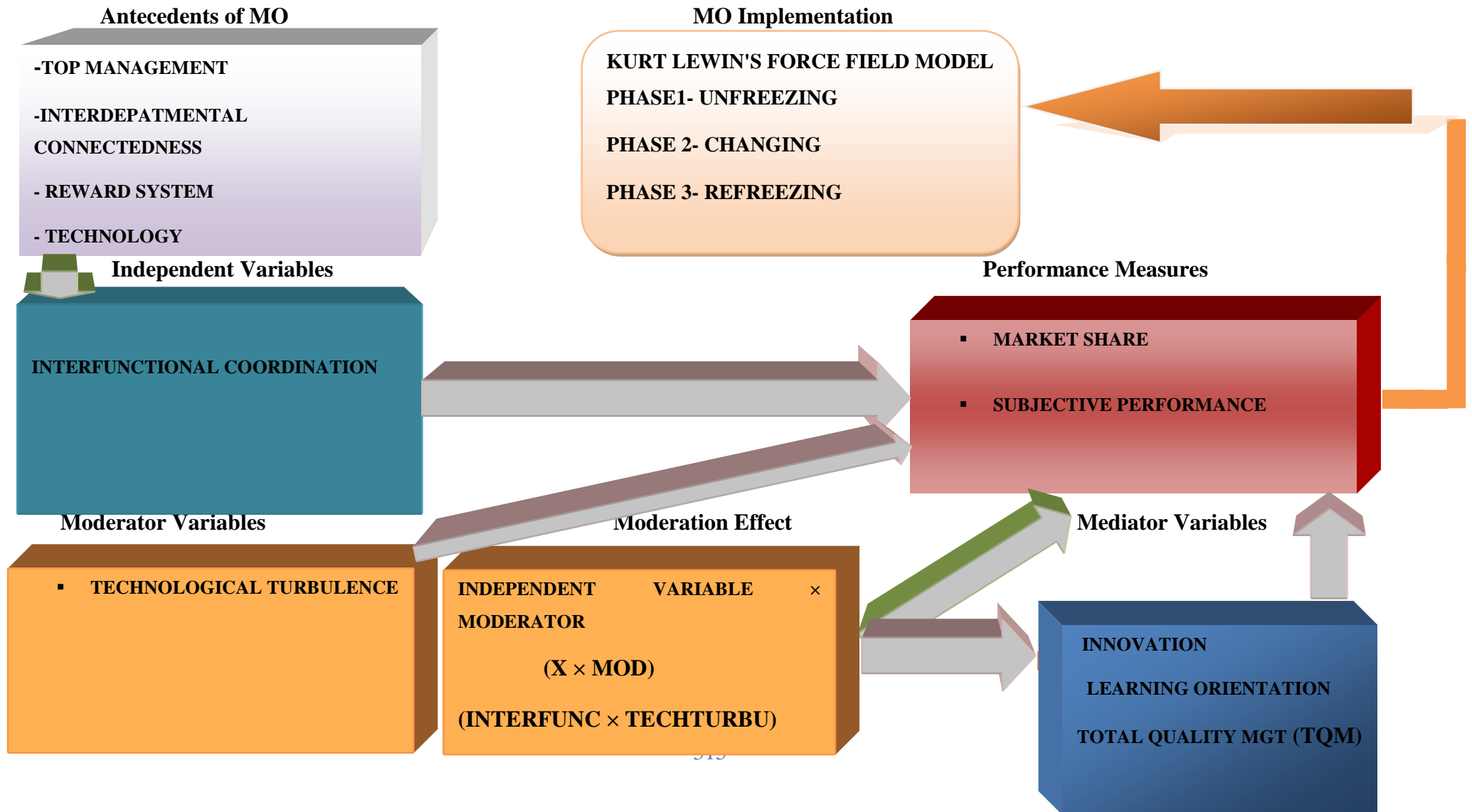


Figure 42 New Conceptual Framework Two: Mediated-Moderation Model



6.4.0 Contributions to Knowledge:

Theoretical and empirical contributions are detailed below.

6.4.1 Theoretical Contributions:

(1) The quantitative and qualitative studies in this work enable us to achieve a validation of both Kohli and Jaworski (1990) and Narver and Slater (1990) MKTOR scales. The study provides additional evidence for verifying the MKTOR scale. This validation is based on adapting the scales in the light of the insights provided by managers across industries and academics alike in the field of marketing. This validation affirms that the Narver and Slater's (1990) MKTOR scale and Kohli and Jaworski's (1990, 1993) MARKOR scales and models constitute appropriate and sufficient theoretical frameworks for micro, small, medium and large, private and public sector organisations in our MO study. This is congruent with extant literature on micro service (Blankson and Omar, 2002; Pena, Jamilena and Molina, 2012), large quoted organizations (Oseyomon and Gbandi, 2014), small and medium-sized enterprises (Frans, et al., 2004; Martin, Martin and Minnillo, 2009), public sector (Walker, et al., 2011), not-for-profit organizations (Shoham, Rose and Kropp, 2005; Chad, 2013), multinational corporation foreign subsidiaries (Qu and Zhang, 2015).

(2) The study is the first and only known empirical study to date that has taken such a holistic approach to the study of MO. Starting with scope (conceptualisation), measurement (methodological), model issues (antecedents and consequences), development and implementation. With this study, issues bordering on definition and conceptualisation, validation of MO measures, causes and consequences and strategy to implement the construct are detailed.

(3) Implementation of MO has remained the least researched and understood aspect of the construct. Based on the quantitative and qualitative studies and building on Lewin's (1951) model of change, this study prescribes a three-stage process of implementing MO. We highlight components necessary for the proper implementation of the new MO culture change within organisations. Learning and other organisational capabilities are sine qua non for the systematic, reasoned and careful development and institutionalization of MO in organizations. By so doing, the study has treated the "what to change", "where to change", "what to change to", "who to lead the change" and "how to implement the MO change" lacking in MO literature to date. This approach departs from the few earlier prescribed

approaches which vaguely identified what to change or what they term as "enablers" (Raaij and Stoelhorst, 2008; Kaur and Gupta, 2010; Inoguchi, 2011; Chad, 2013).

6.4.2 Empirical Contributions:

This study contributes to the literature in the following ways:

First, the dimensionality of the Narver and Slater's (1990) MKTOR and Kohli and Jaworski's (MARKOR) scales have remained a contentious issue in MO research as the obfuscation and mixed findings in the MO-performance relations in extant literature have been attributed to non-dimensional or multi-dimensional nature of the often adopted measurement scales. While some researchers examined the MKTOR scale and submit that it was neither uni-dimensional nor multi-dimensional (Deng and Dart, 1994; Siguaw and Diamantopoulos, 1995), others argue it is multi-dimensional (Ward, Girardi and Lewandowska, 2006). Thus, this study adds to the MO measurement literature by empirically validating the construct which we believe is significant to firms' ability to develop internal capabilities that lead to the creation of sustainable competitive advantage (SCA). We find that the MKTOR scale is uni-dimensional based on the model fit indices generated during CFA in AMOS because the model fit the data. Therefore, this finding enriches the existing theory by establishing the uni-dimensionality status of the scale at least from the developing world perspective. Thus, the rich psychometric properties of the MKTOR scale is established (Anderson and Gerbing, 1988).

Second, this research fills the gap in knowledge by examining how, under what conditions, why and the strength and direction of the effect of the MO on organisational performance. This study has moved the conversation on the MO construct beyond the direct effect and indirect effects of MO on organisational performance. Previous studies have been inconclusive on this issue due to non-consideration of other internal and external environmental conditions and factors that might impact on the hypothesised relationship. Thus, extant research has argued on the non-direct effect of MO on performance (Han, Kim and Srivastava, 1998; Perry and Shao, 2002). Likewise, previous research has found that MO fosters performance in emerging economies including China (Zhou, et al., 2005). While we find a direct effect of MO on subjective performance, it was also found that other firm capabilities in tandem with the MO could enhance performance. For instance, innovation, TQM, and LO proved to be good predictors of subjective performance. Consequently, these variables (innovation, LO and TQM) are established as strong mediators of the MO-performance relations (Atuahene-Gima, 1995, Ham, Kim and

Strivastava, 1998; Baker and Sinkula, 1999; Mavondo, Chimanzhi and Stewart, 2005, Demibrag, et al., 2006; Grinstein, 2008). Indeed, the effects of moderating variables of market turbulence, competitive intensity and market growth I find are not significant moderators of the MO-performance relations. This suggests support for prior literature (Slater and Narver, 1994; Gaur, Vasudevan and Gaur, 2011). However, managers lived experiences suggest otherwise.

Third, consistent with real life business applications, it is apparent that a test of the direct effect of MO and performance is flawed; including the effect of mediator variables is proper but inadequate. Considering that the modern organizations are faced with a myriad of complex business and environmental variables, it then suggests that the prior ways of examining MO in relation to firm performance might be grossly inadequate and misrepresented. Thus, incorporating the more elaborate models in MO study is closely related to real life and practical challenges firms grapple with daily. This is based on the reasoning that in real life situations, organizations contend with a host of factors that impact on their performance daily. Thus, factoring in the joint effects of moderators and mediators simultaneously in a single model became essential. Furthermore, the study introduced the more elaborate models for testing the MO-performance relationships- "Moderated-mediation" (Voola, et al., 2012) and, "Mediated moderation" models. This was achieved by simultaneously testing the joint effects of MO and its components, a mediator and a moderator in different models. The results are insightful and have broadened our knowledge of the MO construct. They delineate how, why and under what conditions it exerts influence on performance. For instance, findings reveal that under conditions of high technological turbulence, innovation positively mediates the inter-functional coordination-performance links. Therefore, to date to the best of my knowledge, this is the only known moderated mediation and mediated moderation study of MO-performance relations. Consequently, the study has made theoretical and methodological contributions to advance knowledge on the combined effects of MO, mediators and moderators (Li and Zhou, 2010).

Thus far, in the study, the review of extant literature, development of a conceptual framework, a test of hypotheses, emergent themes and theoretical constructs from the analysis of qualitative data, several revelations emerged. Results and findings of the research, including the re-conceptualization of the study, suggest variables, inter-relationships, themes and theoretical constructions that are closely aligned within the

market intelligence (Kohli and Jaworski, 1990) and cultural-based schools of thought (Narver and Slater, 1990).

6.5.0 Conceptual, Theoretical and Methodological Implications of Study:

The constructs of MO, LO, TQM and moderators and their respective effects on organisational performance (objective and subjective) have long been seen as pivotal to the development of good marketing theory and practice (Lear, 1963; Fenton, 1969; Slater and Narver, 1994, 1995; Hurley and Hult, 1998; Mavondo and Farrell, 2000; Baker and Sinkula, 1999, 2007; Gonzalez-Benito, Gonzalez-Benito, Munoz-Gallego, 2014). Considerable effort has been devoted to the advancement of knowledge on the effects of MO and its components, innovation, LO and TQM on organisational performance (Mavondo, Chimanzhi and Stewart, 2005; Demirbag, Tekinkus and Zaim, 2006a; Gotteland and Boule, 2006; Kim, Song and Nerkar, 2012; Yannopoulos, Auh and Menguc, 2012; Chang, et.al. 2014). As knowledge in the MO arena developed, scholars argued and continued to disagree on the efficacy of the MO phenomenon. On the one hand, the contention is on the performance measure the construct MO is seen to predict. The literature has highlighted the differences in objective vs. subjective measures of organizational performance (Liao, Chang, Wu and Katrichis, 2011), with supporting and counter opinions on the MO's effect on each of these measures (Greenley, 1995a, b; Appiah-Adu, 1998; Lonial and Raju, 2001; Kirca, Jayachandran and Bearden, 2005). Albeit, some studies have found consistency between objective and subjective measures, they recognise the existence of divergences and convenience of both (Dess and Robinson, 1987; Dawes, 1999). In addition, the roles of mediating and moderating variables have continued to generate a smorgasbord of arguments. Importantly, the implementation conundrum trails the MO domain.

Notwithstanding the avalanche of research in this area, to the best of my knowledge no known study has taken this holistic approach to the MO study prior to the present study. To this end, this study fills the void in the extant literature by integrating several varying streams of research and conceptualizations of the construct. Integrating the joint effects of MO, customer orientation, competitor orientation and inter-functional coordination on both objective and subjective performance measures and taken into consideration the interplay of mediating and moderating variables in these models. Thus, differing management theories including Lewin's (1951) model of change, organisational life cycle theory

Engellen, Brettel and Heinemann (2010), Resource-Based View of the firm theory (RBV) (Barney, 1991; Kraaijenbrink, Spencer and Groen, 2010) and organizational learning theory are used to offer explanation and advance knowledge of the MO construct (Chang, et al., 2015).

More specifically, I contribute to the generated debate by suggesting the following:

- (a) MO does not have a direct positive impact on objective performance measures save for inter-functional coordination effect on market share.
- (b) MO and its components positively directly impact on subjective performance.
- (c) The dimensionality of the MKTOR scale in the context of the developing world is established; the scale achieved uni-dimensional status.
- (d) Innovation, LO, and TQM mediate the MO and its components effects on subjective performance. This is consistent with the views of Menguc and Auh (2006) on the dynamic capability effect of MO when bundles together with firm complementary resources including innovativeness.
- (e) Market turbulence, competitive intensity, and market growth do not directly moderate the MO-subjective performance relations, save for technological turbulence on the inter-functional coordination-subjective performance links.
- (f) Firm size in terms of share capital and type of industry; manufacturing and service positively affect subjective performance, suggesting that large firms are more likely to gain resource superiority and institutional support to impact positively on performance.
- (g) Moderating variables are however, contingencies in the more elaborate models of moderated mediation and mediated moderation in MO research.
- (h) The implementation of MO takes a three-stage process of unfreezing, changing and refreezing utilizing several organisational capabilities in instituting MO in firms.
- (i) The study reveals that the individual dimensions of MO do reasonably predict subjective performance, with customer orientation as the dimension with most impact. It does suggest that customer orientation is most emphasized by Nigerian organizations. However, consistent with the institutional theory it will be to the detriment of any organization who lose focus of the other dimensions of the construct. Thus, in light of the study's results, managers should consider utilizing the three sub-dimensions and the composite MO and resources to leverage their MO practice for more beneficial operations. Hence, the implication is that by aptly

aligning MO, firm resources, mediating and moderating variables, firms are in better positioned to achieve their performance objectives.

6.6.0 Managerial /Practical Implications:

This research also contributes towards managerial practice and provides several implications for managers. From a practitioner point of view, the explication and delineation of the causal relationships of MO and its components and organizational performance (objective and subjective) are imperative, especially in our dynamic business landscapes. This stems from the complex business settings facing modern organizations and the need to adequately and aptly respond to market needs. For instance, the global financial meltdown (crisis) of 2007/2008 occasioned by the USA sub-prime mortgage crisis spiralled around the world. Thus, organizations who were less market oriented and who lacked the knowledge of the inter-correlations between MO, firm performance, mediating and moderating effects were first to go bankrupt and subsequent liquidation. Further discussions on managerial implications of the study are detailed under the sub-headings below:

6.6.1 Antecedents of MO:

The findings demonstrate the importance of top management and leadership, interdepartmental connectedness, and reward system in fostering a market-oriented culture (Ruekert, 1992, Brettel, et. al., 2008; Hinson and Mahmoud, 2011). Also, technology was found to be the newest antecedent to MO. Notably, top management ability to stare the ship of their various organisations towards MO, demonstrating hunger and thirst to achieve it. Top managers must be aware that their behaviours (actions and inactions) would have consequential effects on the entire organization. The absence of positive, inspiring and motivating action from managers would generate detrimental performance outcome. It has been empirically proven that the primary reason for the unsuccessful implementation of technology within firms is due basically to the lack of a *technology champion* (Nah, Lau and Kuang, 2001). Employees learn good performance drive from the leadership and gravitate towards achieving the MO objective. Second, there is a high need for departments within organisations to interconnect, collaborate, source market knowledge, market share information (Jaworski and Kohli, 1993), and jointly respond to the gathered market intelligence. This way, resources are maximally utilised in a timely and market winning

fashion (Kennedy, Goolsby and Arnould, 2003; Subramanian, Kumar and Strandholm, 2009). Third, employees need a feeling of belonging, feel valued and adequately rewarded and encouraged to act in ways that lead to market orientation (Lancaster and Velden, 2004; Chung, 2012; Oyeniyi, 2013). Our study result implies that for the organization to be market oriented and by extension enhance performance outcome; its top managers must see the need to exhibit the “*can do*” attitude and communicate clearly to employees. The study suggests that without clear and disciplined top leadership organizational success might be a mirage.

6.6.2 MO and Organizational Performance:

Overall, results and findings demonstrate that MO has a positive impact on subjective performance. This is consistent with several other MO studies (Appiah-Adu and Ranchod, 1998; Deshpande and Farley, 1998a; Kumar and Subramanian, 2000; Agarwal, Erramilli and Dev; 2003). However, the effect disappeared when objective measures of performance were introduced; hence tend to support Kaynak and Kara's (2004) view that the findings concerning MO and performance are still far from conclusive. Although MO may not be the most effective predictor of firm performance, nevertheless, it does still explain most of the successes in organizations. Thus, it is still a key tool needed to create dynamic capability in organisations. This finding suggests that though the direct effect of MO on performance measures may not be clear or great (Kaynak and Kara, 2004) when combined with other internal firm resources (Resource Based View), it significantly accounts for much of the successes within organizations by aiding the creation of competitive advantage across industries. Thus suggesting strong and positive indirect effect. Likewise, based on qualitative research findings, moderating variables internal to the organization could provide the high impact and essential continued linkage between research that have generated a significant outcome and those who still cannot see any positive result.

6.6.3 Mediating and Moderating Processes of MO-Performance Relationship.

From a managerial standpoint, the delineation and explication of the mechanisms through which MO and its components impact on performance are fundamental. First, this study examines the more comprehensive model of variables that transport the effect MO-performance relations than prior studies (Han, Kim and Srivastava, 1998; Matsuno, Mentzer and Ozsomer, 2002; Cano, Carrillat and Jaramillo, 2004; Vieira, 2010). Managers are provided with detailed insights into MO's influences on performance. Finding suggest

that the mediators; innovation, LO, and TQM are critical for managers to realise the full benefits of MO. Thus, the high mediating role of TQM on the MO-performance linkage suggests the need to emphasise quality as a means to improving the strength of the theorized relations. This implies that organizations who imbibe the culture of promoting, adopting and sustainably utilise TQM will develop other internal capabilities leading to overall organizational success.

Second, the moderating variables were explicated and albeit, they seem not to moderate the hypothesised relations directly, they do exact enormous influence in the elaborate MO models of moderated mediation and mediated moderation. Hence, to avoid organisational mishaps, the effects of these environmental forces should be taken into account in the practice of MO. This is firstly positive because organizations do not operate in isolation but rather within these environmental effects. Second, from a cautionary perspective, some of these external moderating variables may negatively impact the MO-performance relations. This view is akin to Gonzalez-Benito, Gonzalea-Benito and Munoz-Gallego's (2014) assertion that competitive intensity is detrimental to the MO-performance links. Similarly, their consideration enables firms to use the best combinations of mediators and MO depending on the greater environmental factor facing the firm. Therefore, managers should implement MO in accordance with their market challenges. Furthermore, this implies that since moderators specify when and under what condition MO impacts on performance, it becomes necessary for firms to continually monitor these environmental changes for their beneficial effects to be realised. This is achieved, while reducing the possibility of been negatively impacted by these variables within and /without the organization (Menguc and Auh, 2006).

6.6.4 The Implementation of MO

The study finds that communication, learning, training, good internal processes, procedures, rewards, and feedback are essential to instituting MO in firms. Given that organizational learning, learning orientation and change management are inextricably linked, there is need to imbibe the change culture (Leopold and Harris, 2009). This gives substance to Bratton and Gould's (2007) view that learning is the only strategy to cope with change. Thus, to implement MO within Nigerian organizations and organizations in Nigeria, learning orientation should as a matter of necessity be adopted in tandem with MO if this change effort is to yield the desired outcome. Organizations (managers and all staff) must resolve to avoid situations that create "organizational silence" (Morrison and Milliken, 2000) by encouraging open feedback mechanism, adequate and appropriate

employee support and training and importantly a systematic approach to instituting change. Consequently, organisational managers should diligently apply the three-stage process prescribed in this study for the implementation of MO. This should, however, be tailored to the peculiarities of their organizations, factoring in employee concerns and the need to get their buy-in. It should be noted that without employees' willingness, participation, and support, the journey towards MO would be turbulent and unsuccessful.

6.7.0 Limitations of Study:

Although so much effort has been made to capture the true essence of MO and the research provided relevant and interesting insights to the understanding of MO in Nigerian business environment, there exist theoretical and methodological limitations in the study which present strong and meaningful directions for future research. These limitations are both theoretical and methodological.

6.7.1 Theoretical limitations:

First, since this is a multi-industry study, thus factors general to the Nigerian business environment were used. Therefore, industry-specific influences and possible lagged effects are not factored in my analysis. This should be addressed in future studies as industry-specific factors could have an overwhelming effect on hypothesised relations in the causal models.

Second, country and industry-specific mediators and moderators were not used in the present study. Industry-specific mediating and moderating variables, as well as company controllable moderator variables, will be a welcome addition to the MO body of knowledge.

Third, other firm dynamic capabilities that may affect the MO-performance relations and MO implementation are not in the study. These include entrepreneurial orientation (Hult, Hurley and Knight, 2004), technological orientation (Gatignon and Xuereb, 1997) and employee orientation (Lancaster and Velden, 2004). Therefore, future studies may include these firm capabilities in a combined MO, mediating and moderating variables model.

6.7.2 Methodological Limitations:

First, the study was based on cross-sectional data. Thus the time sequence of the MO-performance relations could not be determined unambiguously. This presents a major gap

in our ability to establish and explicate causal relations between MO and performance measures studied. Although few MO studies have utilised longitudinal data (for instance Kumar, et al., 2011; Dawes, 2000), the studies were not holistic. Thus, longitudinal studies based on long-term interviews or observation or both regarding the lagged effect of MO on performance is suggested. This will provide better insight into probable causal links.

Second, a sample size of two hundred and fifty-eight (258) organizational managers and one hundred and eighty (180) organizations were researched. Due to the size of the country and broad spread of organizations involved in the research, generalizability of result is attenuated. Future study would improve MO study by increasing the sample size to allow for easy generalization of findings.

Third, an industry-specific study is suggested to allow for proper delineation of causal relationships. Manufacturing vs. service sector and other specific industry studies should be further researched. This is based on the reasoning that some environmental conditions affect firms in specific industries. The above limitations make causal inferences necessarily tentative. Nonetheless, the study adds positive evidence to the proposition that MO and its components are essential to achieving superior organizational performance outcomes.

6.8.0 Recommendations

Based on the preceding limitations to the research, the following recommendations would enhance MO understanding and utilisation in Nigeria. First, research to compare MO in service and manufacturing firms is essential. Second, since sector and industry were significant contributors to the MO-performance links, the industry-based study of the construct is recommended. This will require industry specific MO scales to capture the industry specific characteristics and generate the desired outcome. Third, size of the organization in terms of share capital could be used as a moderating variable in future studies. Fourth, other business orientations should be used in tandem with MO in organizational studies. This way, the full benefit of their joint effects on organizational performance will be realised.

Summary

This chapter looked at the discussions of the results and findings of the study. Quantitative and qualitative results and findings were merged and discussed in the context of prior studies. This way the study nestles its findings in prior research and allowed for comparison. Divergent and consistent findings exist in different sections and aspects of the construct. Theoretical explanations were offered to elucidate on findings. While, possible reasons were advanced for the observed divergences trailing the MO body of knowledge.

Conclusions were drawn based on the foregoing results and findings. Essentially, theoretical and empirical contributions to knowledge were made. Theoretical and managerial implications of research findings were equally detailed to aid academics and practising managers alike. The results and findings necessitated the re-conceptualisation of the study. Hence, two new conceptualisations were prescribed to take into cognisance the complex, dynamic and ever evolving business environment organizations and their managers contend with daily. Thus, "Moderated-mediation" and Mediated-moderation" conceptual frameworks were prescribed which take the MO conversation to a higher level beyond the simplistic approach in extant literature. This is essentially necessary as varying factors are constantly influencing organizations' performance measures far and beyond the commonly studied direct and indirect effect relationships.

Limitations of the study were highlighted which call for future research to investigate the identified grey areas of the construct. With this, positive and significant theoretical and empirical contributions have been achieved.

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APPENDIX A

Questionnaire Letter



February, 2014

Dear Sir/ Madam,

I am a doctoral research student of the Lord Ashcroft International Business School, Anglia Ruskin University, Cambridge, United Kingdom. My research topic is: **Market Orientation and Organizational Performance in Nigeria**. The study aims to ascertain the extent of market orientation practice amongst Nigerian organizations and its effect on overall organizational performance.

This survey is an essential part of the project, and your participation is well appreciated.

You are encouraged to complete this questionnaire fully and provide information as detailed as you wish. Every information given is treated with strict confidentiality and anonymity is guaranteed.

If you have difficulties completing the survey, or would require any help, please call Ejindu at +44 1223 363 271 or send an email to ejindu.morah@anglia.ac.uk. Alternatively, the administrator of this questionnaire is equally available to respond to your queries.

Findings of this study will be made available to you and your organization as an appreciation for your participation.

Thank you for your assistance.

Yours Sincerely,

Ejindu Iwelu

Ejindu Iwelu Morah

APPENDIX B

QUESTIONNAIRE

THESIS TOPIC: MARKET ORIENTATION AND ORGANIZATIONAL PERFORMANCE IN NIGERIA

UNLESS OTHERWISE INSTRUCTED, PLEASE TICK ✓ IN ONE BOX FOR EACH STATEMENT.

SECTION ONE

A. GENERAL COMPANY INFORMATION (Please tick ✓ in the applicable box)

1. Type of company : Manufacturing <input type="checkbox"/> Service <input type="checkbox"/> Others _____	
2. Location of Institution/organization: _____	
3. What sector is your organization? _____	
4. Size of company in terms of number of employees: Micro(1-9) <input type="checkbox"/> Small (10-50) <input type="checkbox"/> Medium (51-300) <input type="checkbox"/> Large (Over 300) <input type="checkbox"/>	
5. Your job function: Which of these best describes your function in your organization?	
Marketing manager(With academic and or professional background in marketing or business)	<input type="checkbox"/>
Manufacturing/ production/ operations manager	<input type="checkbox"/>
Accounts/ finance manager	<input type="checkbox"/>
Human resources manager/Administrative manager	<input type="checkbox"/>
Research and development manager	<input type="checkbox"/>
Others (Please specify) : _____	
6. Organizational ownership:	
Indigenous Nigerian private company (Limited liability company or Enterprise)	<input type="checkbox"/>
Government Parastatal / company	<input type="checkbox"/>
Indigenous Nigerian company quoted on the Nigerian Stock exchange	<input type="checkbox"/>
Multinational/ Foreign company /subsidiary of a foreign company	<input type="checkbox"/>
Joint venture between Nigerian and foreign firms	<input type="checkbox"/>

SECTION TWO: UNLESS OTHERWISE INSTRUCTED, PLEASE PLACE X IN ONE BOX FOR EACH STATEMENT

B. MARKET ORIENTATION (MO): Market orientation is defined as organizational culture which helps to create the behaviors that lead to the creation of better value for customers and then lead to the superior performance of the entire business.

7. How would you define market orientation?

.....

.....

.....

8. CUSTOMER ORIENTATION (NARVER AND SLATER, 1990)

In my organization, we.....

	Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Agree strongly
	1	2	3	4	5	6	7
Are committed to ensuring that our customers' needs and expectations are met and possibly surpassed							
Create value for the customers							
Strive to understand customer needs							
A key objective of our firm is to achieve high customer satisfaction							
Frequently monitor customers' satisfaction							
Offer after-sales service							

9. COMPETITOR ORIENTATION (NARVER AND SLATER, 1990)

In my organization, we

	Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Agree strongly
	1	2	3	4	5	6	7
Our sales people regularly inform us about our competitors							
We respond quickly to the actions of our competitors							
Our top managers discuss the activities and strategies of our competitors.							
We target prevailing market opportunities.							

10. INTERFUNCTIONAL COORDINATION (NARVER AND SLATER, 1990)

In our organization, we

	Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Agree strongly
	1	2	3	4	5	6	7
All functional units and their managers jointly engage in customer calls.							
All units share company and market information							
All functional units integrate and cooperate in strategy formulation and implementation							
All functional units work closely and contribute in creating value for our customers.							
All functional units share the company's resources with one another							

11. In order of use, which of the above dimensions of MO does your organization focus more on? 1 for the less focused, 2 for average and 3 for the most focused and 4 for Don't know.

Customer orientation

Competitor orientation

Inter-functional coordination

Don't know

12. On a scale of 1-10, where 1 is no market orientation and 10 is highly market oriented; how market oriented is your company?

13. Does the prevailing economic situation in Nigeria determine your level of market orientation? Yes No

14. To what extent do your organizational structure and operations processes determine your level of market orientation?

High extent Average extent Low extent Very low extent
No extent

15. Which of these factors play a role(s) in your MO practice?

Top organizational management and leadership Relationships between departments

Organizational system (How the company is structured) All the listed factors

Others (Please specify).....

C. MODERATING VARIABLES: These are environmental factors that determine when and under what conditions MO relates to and impacts on organizational performance.

16. With regards to your organization, to what extent do you agree with the following statements?

MARKET TURBULENCE Jaworski and Kohli (1993)	Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Agree strongly
	1	2	3	4	5	6	7
A. In our business sector, customers' product preferences change quite a bit over time.							
B. Our customers tend to look for new products all the time.							
C. At times our customers could be very sensitive to price, but on other occasions, they do not bother about price.							

D. New customers are beginning to demand for our products and services.							
E. New customers tend to have product-related needs that are different from those of our existing customers.							
F. We now provide products to many of the same customers than we usually do in the past.							

COMPETITIVE INTENSITY Jaworski and Kohli (1993)	Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Agree strongly
A. Competition in our industry is so high.	1	2	3	4	5	6	7
B. There are many "promotion wars" in our industry.							
C. Anything one competitor can offer others can match readily.							
D. Price competition is a the predominant in our industry							
E. Every day, we hear of a new competitive action of competitors in our industry.							
F. Compared to us, our competitors are relatively weak.							

TECHNOLOGICAL TURBULENCE Jaworski and Kohli (1993)	Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Agree strongly
	1	2	3	4	5	6	7
A. In our industry, technology changes quickly.							
B. The changes in technology provide massive market opportunities for organizations in our industry.							
C. Forecasting the changes in technology in the next 2 to 3 years is quite difficult.							
D. Technological breakthroughs have helped us generate many new product ideas.							
E. Developments in technology in our industry is small and not of much importance.							

MARKET GROWTH	Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Agree strongly
A. Customers demand for our products is growing rapidly.	1	2	3	4	5	6	7
B. We pay close attention to the changing needs of our customers, their concerns and market changes.							
C. The size of our market is large.							

17. To what extent do you agree with the following statements?

	Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Agree strongly
	1	2	3	4	5	6	7
1. Market turbulence is key to our MO practice.							
2. Competitive intensity determines our MO drive.							
3. Advances in technology shape our MO							
4. Market growth is essential to our MO adoption.							

18. MEDIATING VARIABLES: These are the variables or factors which explain how and why there is a relationship between MO and organizational performance. They include, TQM, innovation, Learning orientation, organizational culture and employee orientation.

With regards to your organization, to what extent do you emphasize the following statements?

A. LEARNING ORIENTATION: Sinkula, Baker and Noordewier(1997) and Calantone, Cavusgil and Zhao (2002).	Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Agree strongly
	1	2	3	4	5	6	7
COMMITMENT TO LEARNING:							
1. Our managers agree that our ability to learn is essential to creating competitive advantage							
2. The basic values of this organization include learning as key to improvement.							

LEARNING ORIENTATION CONTINUES:	Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Agree strongly
	1	2	3	4	5	6	7
3. The sense around here is that employee learning is an investment , not an expense							
4. Learning in my organization is seen as a key commodity necessary to guarantee organizational survival							
5. Our culture is one that does not make employee learning a priority							
6. The collective wisdom in this company is that once we quit learning then we endanger our future.							
SHARED VISION:							
7. There is a well expressed concept of who we are and where we are going as an organization							
8. There is a total agreement on our organizations' vision across all levels , functions and divisions .							
9. All employees are committed to the goals of this organization							
10. Employees view themselves as partners in charting the direction of the organization							
11. Top leadership believes in sharing its vision for the organization with lower levels of staff							
12. We do not have a well-defined vision for the organization							
OPEN-MINDEDNESS:							
13. We are not afraid to reflect critically on the shared assumption we have about the way we do business							
14. Managers in this organization do not want their "view of the world" to be questioned							

LEARNING ORIENTATION CONTINUES:	Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Agree strongly
	1	2	3	4	5	6	7
15. Our organization places a high value on open-mindedness							
16. managers encourage employees to think "outside of the box"							
17. An emphasis on constant innovation is not a part of our corporate culture							
18. Original ideas are highly valued in this organization							
INTRA-ORGANIZATIONAL KNOWLEDGE SHARING: Calantone, Cavusgil and Zhao (2002).							
19. We continually judge the quality of our decisions and activities taken over time							
20. there is a good deal of organizational conversation that keeps alive lessons learnt from history							
21. We always analyze unsuccessful organizational endeavors and communicate the lessons learned widely.							
22. We have specific mechanisms for sharing lessons learned in organizational activities from department to department (unit to unit, team to team).							

INNOVATION (CALANTONE ET AL., 2002).	Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Agree strongly
In our organization ...							
	1	2	3	4	5	6	7
1. We are often the first to market new products and services							
2. Our organization tries new ideas often							
3. We seek new ways of doing things							

	Strongly disagree 1	Disagree somewhat 2	Disagree slightly 3	Neither agree nor disagree 4	Agree slightly 5	Agree somewhat 6	Agree strongly 7
4. We are creative in the methods of our operation							
5. Our introduction of new products and services has increased over the last few years							

TOTAL QUALITY MANAGEMENT (TQM) (GRANDZOL AND GERSHON, 1998)							
<i>With respect to your organization, to what extent do you emphasize the following activities?</i>							
	Strongly disagree 1	Disagree somewhat 2	Disagree slightly 3	Neither agree nor disagree 4	Agree slightly 5	Agree somewhat 6	Agree strongly 7
CUSTOMER FOCUS:							
1. Our activities are geared towards satisfying our customers							
2. Satisfying our customers and meeting their expectations is our most important task							
3. Top managers act in ways that lessen the relevance of customers							
INTERNAL/EXTERNAL COOPERATION							
1. Managers carryout activities which lead to lack of cooperation between our organization and our customers							
2. Managers, supervisors, and all employees work independently just to achieve their departmental goals							
3. In our organization, teamwork is often the expected way of doing our business							
4. Our employees are reluctant to make their opinions known, make suggestions or inquire about any activities of the organization.							
5. In our organization, everyone participates in improving our products, services and processes.							

CONTINUOUS IMPROVEMENT							
1. Our employees do not get the opportunity to recommend changes or modifications to existing processes.							
2. Our organization encourages the continuous study and improvements to our products, services and processes							
3. Our organization has recently received compliments and recognition for improving its product, services and processes.							

SECTION THREE:

MO AND ORGANIZATIONAL PERFORMANCE (OBJECTIVE PERFORMANCE): These are the various indices upon which the effects of MO on performance are measured. For instance, profitability, market share, customer satisfaction, cost of operations, customer loyalty, return on investment and others. These measures of performance could be objective or subjective.

19. Do you practice market orientation in your company?

Yes ☐ No ☐

20. If no, why?.....

.....

21. If yes, why?.....

.....

22. If yes, how long have you practiced MO in your company?

Less than 1 year ☐ 1 year to 5 years ☐ Over 5 years less than 10 years ☐

10 years and more ☐

23. How well does your MO practice help meet your performance outcomes compared to your competitors?

Very good ☐ Good ☐ Adequate ☐ Poor ☐ Very poor ☐ Don't know ☐

24. Which of the following performance measures below has increased due to your MO practice? *Please tick relevant boxes.*

Profitability ☐ Overall success ☐ Market share ☐ Growth rate ☐ Business size ☐

25. MO increases overall organizational performance?

Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree ☐

26. ORGANIZATIONAL PERFORMANCE(SUBJECTIVE PERFORMANCE): <i>Relative to your competitors, how well has your organization performed in the last three years regarding the following indicators? (Please tick ✓ in the applicable box)</i>							
	Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Agree strongly
	1	2	3	4	5	6	7
Achieving overall performance (Jaworski and Kohli, 1993)							
Achieving sales growth							
Achieving profitability							
Attaining market share							
Achieving Customer satisfaction							
Attaining growth							
Customer willingness to pay a premium price							
Customer propensity to buy from our competitors.							
Providing customer benefit							

27. Is your organization a foreign or a subsidiary of a foreign institution?

Yes ☐ No ☐

28. To what extent does Nigeria's economic development impact on your MO practice?

Very high extent ☐ High extent ☐ Neither high nor low extent ☐ Low extent ☐

Don't know ☐

29. To what extent does Nigeria's national culture impact on your MO practice?

Very high extent ☐ High extent ☐ Neither high nor low extent ☐ Low extent ☐

Don't know ☐

IMPLEMENTATION OF MARKET ORIENTATION: The processes of instituting MO in our organizations.
--

30. Do you think it is necessary to implement MO in your organization?

Yes ☐ No ☐

31. If no, why not?.....

32. If yes, why?.....

33. How can we implement MO within your organization?.....

34. How would you rate the following factors to impact on the implementation of market orientation?

	Very Unimportant	Somewhat Important	Neither important nor Unimportant	Somewhat Important	Very Important
1. Organizational management					
2. Organizational structure					
3. Organizational culture, norms and values					
4. Organizational processes					
5. Information technology					
6. Employees and employee rewards					
7. Organizational capabilities					

CONCERNING YOURSELF AND YOUR ORGANIZATION:

35. Organization's share capital:

Small (Less than N 2 Million ☐ Medium (Between 2 and N5 Million ☐
Large (Over N 5 Million ☐

36. Sex: Male ☐ Female ☐

37. Highest educational qualification:.....

38. Age range: Below 20 years ☐ 20-29 years ☐ 30-39 years ☐ 40-49 years ☐
Over 50 years ☐

39. How many years of experience do you have as a manager/unit head?years

40. What is your job title?.....

41. What is your nationality?.....

42. If you are not a Nigerian, then how long have you been in Nigeria?.....years

THANK YOU SO MUCH FOR COMPLETING THE SURVEY

Please return the survey as an email attachment, by post, fax or hand delivery to:
Ejindu Iwelu Morah, Lord Ashcroft International Business School, Anglia Ruskin University, East
Road, Cambridge, CB1 1 PT, United Kingdom. Tel: +44 (1223 363 271). Email:
ejindu.morah@anglia.ac.uk, ejindu2000@yahoo.com

APPENDIX C

Thesis Interview Questions

THESIS TOPIC: MARKET ORIENTATION AND ORGANISATIONAL PERFORMANCE IN NIGERIA.

Background Questions:

QUESTION 1: Please describe your organization in terms of your sector, products, size, location, ownership and your market.

2. What market(s) does your organization serve?

Market Orientation Construct:

3. How would you describe market orientation?

4. How important do you think that your top management, the relationship between departments and your organizational structure are to creating market orientation?

5. Are there other factors that might contribute to your ability to create market orientation in your organization?

Components of Market Orientation:

6. Do you conduct market research? If so, what type do you engage in currently?

7. How do you know what exactly your customers need?

8. How fierce is the competitive intensity in your sector?

9. Do you know who your direct and indirect competitors are?

10. How do you keep a track of the activities of your competitors?

11. What extent do you monitor the changing buying and consumption behaviours of your customers? That is, their changing tastes and preferences.

12. Do you evaluate the various customer groups you serve in terms of profitable and less profitable customer segments? Does this in any way affect your market offerings?

13. How often do you assess the profitability of the customer segments?

14. Do your managers in the various departments share market information freely regarding customers, competitors and the changing business landscape?

15. How do you respond to the prevailing opportunities and identify potential problems in the market? Do you use a formal or an informal process?

Market Orientation and Organizational Performance:

16. Do you have any means of measuring MO?

17. Does MO have any impact on your overall business performance? Positive or negative?

18. How does MO impact your organisational performance?

19. What specific performance measures does MO impact? For instance, market share, profitability, customer satisfaction, etc.

20. Does MO directly impact on performance?

Moderating variables (Environmental factors):

21. To what extent do market changes, that is, changes in customer tastes and preferences impact on your organisation's MO practice?

22. Does this market changes affect your organizational performance?

23. Do technological changes impact on your organisation's market orientation drive?

24. Do you consider competitive intensity as a factor that impact on your firm's MO practice and ultimately performance?

25. To what extent does market growth impact on the MO?

26. How do these moderating variables impact on your organisation?

27. Does the culture of the nation determine your MO practice and in any way affect the MO-performance relations?

Mediating variables (Internal organizational factors):

28 How does innovation play any role in the MO-performance link?

29 What are the relationships between MO and employee orientation?

30. Does quality (total quality management TQM) have any relevance to your MO practice and performance?

31. Does TQM have any effects on the MO-performance relations?

32. How does learning within the organisation relate to MO?
- 33 .How does organisational culture influence your MO practice?

Implementation of Market Orientation:

34. Do you have a system in place to monitor market, technology and other regulatory changes?
35. Is there any formal process to educate your employees on the essence of focusing on both the internal and external customers?
36. Do you reward employees for treating each other as customers?
37. How do you encourage your employees to seek, collect, disseminate and respond to market information?
38. Whose main task is it to collect market information?
39. Is there any internal system for people to understand organizational network? And to know who uses their work and how it is used?
40. Is there any one way to implement MO in your organization?
41. How then can we implement MO in your organization?
42. To what extent do technology, structure, and internal process play a role in our MO implementation?
- 43.** How do you think we can implement MO in your organisation?